Louis Porterfield, soon-to-be publisher of *Good Housekeeping*, claims that "If we do not clean up our act, all the magazines will not need sales staffs. People will work from computers, and the lowest rate will get the buy."

New 'GH' publisher rips rate-breaking

By STUART J. ELLIOTT

NEW YORK—Louis Porterfield has a message for the publishers he's about to join in the women's service field: Rate-breaking will be "the ruination of the magazine business" if it continues.

"This is the biggest fear I have," said Mr. Porterfield, 56, who moves next month from publisher of *Cosmopolitan* to publisher of *Good Housekeeping* (AA, June 4). "I know competition is tough and it's not the easiest time to sell ad space. But if we're going to be sticking knives into each other's backs by going off the rate card to get business, we'll regret it.

"If we do not clean up our act," he continued, "all the magazines will not need sales staffs. People will work from computers, and the lowest rate will get the buy." Rate-breaking is "saying to advertisers, 'This is what we're really worth,' " he said. "We all have fine editorial products—we ought to sell our editorial products."

Mr. Porterfield will make it known when he arrives at *Good Housekeeping* July 5 that "from that day on, if anything is dealt off the rate card, that man is through with the company." He is quick to add he doesn't believe rate-breaking has happened at *GH*—which.

(Continued on Page 118)

Cookie makers deny swiping P&G secrets

By JANET NEIMAN

Three marketers sued last week by Procter & Gamble are expected to put up a tough fight to stop P&G from taking a bigger bite out of their cookie business.

Cincinnati-based P&G sued Keebler Co., Nabisco Brands and PepsiCo's Frito-Lay unit in individual complaints alleging that they violated P&G's patent for its Duncan Hines chocolate-chip cookies.

P&G also claimed each engaged in "unfair competitive practices"—industrial espionage—to obtain technological information about the P&G process.

Frito-Lay and Nabisco both denied P&G's charges and issued statements claiming the P&G patent is invalid and that they will oppose the suit. Keebler would not comment on the matter.

P&G is asking for unspecified amounts in punitive and compensatory damages and damages for unfair competitive practices, and for court injunctions against both patent infringement and unfair competitive practices.

If successful, the suit could prevent P&G's competitors from further participation in the burgeoning soft-cookie market, pioneered by P&G with its test-market introduction last year.

Since then, Frito-Lay has entered the soft-cookie market with the GrandMa's Rich'n Chewy line, Keebler has begun national rollout of Soft Batch and Nabisco has brought out Almost Home and is now introducing Chewy Chips Ahoy!

The Duncan Hines line now is in about 40% of the country.

The suits were filed "immediately upon receipt" of the patent on June 19, P&G said.

In response to the suit, Parsippany, N.J.-based Nabisco "categorically" denied it infringed on "any valid patent or infringed upon any trade secrets of Procter & Gamble." It intends to bring a counterclaim as soon as possible "to establish that Procter & Gamble's patent is invalid and improperly obtained, based on information available to Nabisco."

"Nabisco is the leading manufacturer of cookies worldwide and has followed a practice of developing and promoting its own products based upon Nabisco's extensive research efforts," the company said

(Continued on Page 114)

Milk takes consultant route

By JANET NEIMAN

CHICAGO—The National Dairy Promotion & Research Board voted last week to hire a consultant to help it evaluate ad proposals from three agencies and an industry federation for its multi-million-dollar account.

The consultant will be selected by board chairman Ivan Strickler and a chief executive officer yet to be selected, but it is expected to work with the board's advertising and sales promotion committee.

The vote, held in a session closed to the press, came after the 35-member NDPRB heard pitches June 21 and 22 from BBDO, Grey Advertising, Young & Rubicam and the new Dairy Promotion Federation Assn. (AA, June 21).

The federation, established last week, is made up of the United Dairy Industry Assn., the California Milk Advisory Board and the Oregon and Washington state dairy products commissions.

After hearing the presentations for the $65 million-to-$190 million account (AA, June 14), board members could reach no clear majority on a winner, leading to the decision to hire the consultant.

Louis Calcagno, chairman of the ad committee, said he expects "further negotiations between the advertising committee and the advertising presenters." The board allocated $10,000 to a search committee to find the consultant.

Mr. Strickler indicated the board is looking for a campaign with a budget split this way: Approximately 80% to 85% spent on fluid milk and cheese and the remainder on solid dairy products, including butter and yogurt.

All board members participated in the vote despite questions of conflict related to those directors who are also board members of the federation's component organizations. Mr. Strickler said that because none of those organizations would be getting funds directly, there was no conflict.

The NDPRB, which is administering the ad funds, had asked the three agencies and the federation to base their presentations on an $80 million account. There was no indication of how the NDPRB would split the funds between advertising and promotion. The funds are becoming available through an assessment on dairy farmers under the Tobacco &

(Continued on Page 116)

highlights

Monday, June 25, 1984

Avon Products is asking $200 million for its Tiffany & Co. jewelry store operation, analysts say, but it might be overpriced. There is concern that the once-precious gem of an operation has been tarnished. *See Page 10.*

The Washington Times will use direct mail to promote the rollout today of its national edition into a second market, Southern California. *Times'* officials abandoned the strategy used in its northern California rollout, that of inserting copies of the *Times* into editions of local newspapers. *See Page 14.*

Public tv's "MacNeil/Lehrer NewsHour" is seeking viewer support with a multi-million-dollar campaign. The campaign, primarily in print, uses the theme "Complex issues get the time they deserve." *See Page 24.*

Volkswagen of America has christened its replacement model for the Rabbit. The Golf, a worldwide model, now will be sold in the U.S. under that name. *See Page 26.*

If stereo tvs are on their way to the marketplace, can stereo commercials be far behind? Yes, say agency executives, who aren't interested in producing new stereo spots until they can be seen and heard by a significant number of viewers. *See Page 28.*

AT&T has decided to increase its commercial time during the Summer Olympics on ABC. The buy comes as the network and advertisers consider the effect of the Eastern-bloc boycott of the games. *See Page 91.*

A new New York publication, *Manhattan, inc.*, hopes to succeed by combining the formats of city and business publications. It's due out in September. *See Page 92.*

CORPORATE CLOSEUP

Leo Van Munching Jr. believes in knowing the ins and outs of his business and staying involved with even the smallest details. That has led Van Munching & Co. to its position as one of the most successful U.S. beer importers. The company handles Heineken, the biggest-selling import in the country. *See Page 4.*

VIDEOTECH

Intellivision has grown from the remains of Mattel's disbanded electronics division to become a new company that believes it can make a profit on videogame software. Company executives hope to gross $50 million in sales in the next year. *See Page 82.*

ABC is hoping to enlist advertiser support for programs dealing with sensitive subjects by distributing a new guide to the network's standards and practices, called "Sexuality, Television and Broadcast Standards." *See Page 82.*

Viewers who are growing up with MTV: Music Television are going to demand fast-paced commercial tv in the future. That's according to one noted NBC executive who spoke at a recent tv panel. *See Page 83.*

COMING THURSDAY

The annual report of the 100 leading media companies in the U.S. in 1983 as profiled by ADVERTISING AGE features revenue breakdowns by media, listings of cable, magazine, newspaper and broadcast properties, details of buyouts and sellouts among the leaders and recent personnel changes.

REGULAR FEATURES

ACCOUNT CHANGES	92	FOR THE RECORD	113
ADBEAT	100	FORUM	20
ADVERTISER PEOPLE	102	LETTERS	22
ADVERTISING MARKETPLACE	105	MEDIAMOVES	86
AGENCY PEOPLE	94	MEDIA PEOPLE	84
BRADY'S BUNCH	24	OBITUARIES	12, 90
COMING CONVENTIONS	78	PHOTO REVIEW	32
CON-SID-ERATIONS	16	PRESSTIME	8
CORRECTIONS & CLARIFICATIONS	6	REGIONAL NEWS	98
EDITORIAL	18	WASHINGTON BEAT	41
		WORLD NEWS ROUNDUP	3

$1.25 a copy, $52 a year, $95 two years. Add $99 per year for air delivery to Europe & Middle East. Add $31 for surface mail to all other foreign countries. WILLIAM STRONG, vp-circulation; ROGER DI GREGORIO, fulfillment director; HEIDI SCHULTZ, senior circulation manager. Four weeks' notice required for change of address. Address all subscription correspondence to circulation department, Advertising Age, 740 Rush St., Chicago, Ill. 60611 (312) 649-5200.

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Upfront tv sales near $2.3 billion

By JAMES P. FORKAN

NEW YORK—Following a blistering sales pace throughout last week, the tv networks appeared ready to shut down their 1984-85 upfront prime time sales efforts within striking distance of a $2.3 billion sales total.

Perhaps the biggest marketer to have closed its upfront package buys late last week was General Foods Corp., with Procter & Gamble wrapping up some loose ends and expected to finish its upfront by Friday night.

Robert Blackmore, NBC's senior vp-sales, said at press time that upfront is "basically over" at NBC, which he put at the $800 million mark, and that the three-net total should be about $2.2 billion.

That gibes with the unofficial word from the networks and many agencies that the Big 3's upfront coffers probably would hold $2.2 billion to $2.3 billion, up sharply from $1.85 billion a year ago (excluding $450 million or so in Olympics business).

Jerome Dominus, CBS' vp-sales, said, "There's a ton of money out there and it's coming in." NBC, which estimated its upfront business through June 15 at almost

(Continued on Page 115)

corporate closeUp

Van Munching style takes importer to top

By GAY JERVEY

NEW YORK—Marvin Kimmel recalls the moments well.

Mr. Kimmel, a Florida beer distributor, would be relaxing or finishing a day's work when the phone would ring.

It would be Leo Van Munching Jr. on the line, with a simple question: "What happened to my shelf space at the Winn-Dixie on Southeast Eighth Street?"

Such hands-on involvement by a corporate head is the exception, not the rule. But Mr. Van Munching's style keeps distributors and others on their toes, and there is a method to his fervor. His approach, invariably described as intense, smart, thorough—and enormously successful—has propelled the privately held Van Munching & Co. into what is, as one competitor sighed, "one of the most profitable beer operations around."

As president, Mr. Van Munching controls a company with operating profits estimated at $65 million to $70 million in 1983. The money flows in from a product line that includes the runaway best-selling imported beer in the U.S., Heineken, as well as the new, fast-growing brands of Amstel Light and Grizzly beers.

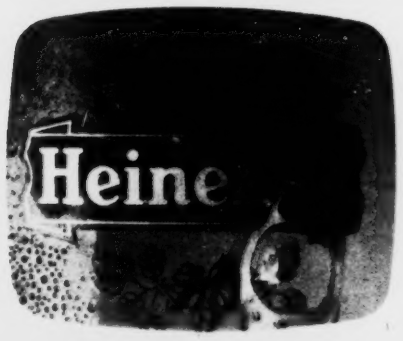
Without question, Van Munching is one beer company that has successfully negotiated changing U.S. drinking patterns. Though imported beers account for only 3.2% of the market, their sales growth has outpaced the rest of the industry, led in no small way by the Van Munching brands.

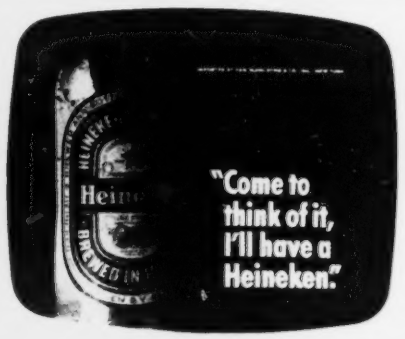
But brands are just part of the Van Munching formula. Industry sources say the heart and soul of the Van Munching company's success comes straight from the Van Munchings themselves—their competitive philosophy, work ethic and unusually intimate involvement with the ins and outs of their business.

"The personality of Van Munching [& Co.] reflects its ownership more than any other company I deal with," Mr. Kimmel said. "Leo is a hands-on manager who knows every facet of the industry."

"Leo Van Munching really defines the company," agreed Ron Braynas, vp of Forbee Bros. Corp., a Brooklyn distributor. "His personality is pervasive, and he's one of the best-informed men in the industry."

It helps that Mr. Van Munching, who succeeded his father as company president in 1980, learned his lessons early, right at home. On Dec. 6, 1933—the day after Prohibition ended—Leo Van Munching Sr. arrived from Amsterdam as a representative of Heineken Breweries. He brought with him his wife, two children and 25 cases of Heineken. His job was clear: To bring to America the beer Dutchmen loved most.





"Imports fit into their own category. They add mystique, romance and have been instrumental in upgrading beers, in helping to move them out of the undershirt-and-suspender-type image."

—Leo Van Munching Jr., president, Van Munching & Co.

In 1946, Van Munching & Co. was incorporated as exclusive U.S. importer for Amsterdam-based Heineken. Sales of those green bottles and their contents have climbed consistently ever since, reaching 32.2 million case shipments last year, according to *Impact*, an industry newsletter published by M. Shanken Communications, New York. Heineken commands 37% of imported beer sales, outdistancing its nearest competitor, Molson, by more than 18 million cases.

Heineken's success has come hand in hand with—and to a large degree has stirred—the imported-beer phenomenon on these shores. Until the early 1970s, when Heineken

(Continued on Page 96)

adWatch

BK ads trigger awareness gain

By SCOTT HUME

It's said that nothing in life is certain but death, taxes and eventual loss of advertising accounts. Consider a fourth entry to that list.

A new certainty seems to be a solid jump in advertising awareness for Burger King every time it launches a new set of comparative commercials.

Asked last month to name the first fast-food advertising that came to mind, 229 respondents, or 18.3% of the 1,250 adults polled in the ADVERTISING AGE monthly adWatch® survey, said "Burger King." That represented a gain of 6.9 percentage points over the April survey, when 11.4% said Burger King's advertising first came to mind.

Burger King launched its latest assault on archrivals McDonald's and Wendy's April 30, a $40 million flight of new spots resurrecting the "broiling vs. frying" issue (AA, April 30). One of those spots, which featured a parody of children's-show host Mr. Rogers, gained added attention when it was dropped at Mr. Rogers' gentlemanly request (AA, May 10).

This latest comparative campaign is Burger King's fourth since September, 1982, when its advertising first began extolling the chain's flame-broiled burgers while asking consumers to turn up their noses at other chains' "fried" burgers. Also for the fourth time, Burger King's advertising awareness has risen significantly as the new campaign began.

That's the good news for Burger King.

The bad news is that the increase in awareness has gotten progressively smaller. When the first advertising salvo broke in late 1982, catching competitors and consumers off-guard with its sharp-edged message coupled with disarming—if mock—politeness, Burger King's advertising awareness jumped 15.7 points (still the adWatch record). New spots broke in March, 1983, and the chain's awareness score jumped 10.6 points.

Burger King had lost most of those gains by October, 1983. But

(Continued on Page 113)

May winners and losers

Question: Of all the advertising for (product category) you have seen, heard or read in the past 30 days, which ad first comes to mind? Note: A change of plus or minus 2.8 points is considered statistically significant. *Source: SRI Research Center Inc., Lincoln, Neb.*

	Change in % of responses since April
Apple	+9.1
Burger King	+6.9
American	+3.2
Budweiser	-3.0
McDonald's	-3.3
Chevrolet	-3.5
Wendy's	-5.9

Ad ban drive hits beer, wine

WASHINGTON—Riding the coattails of President Reagan's campaign against drunk driving, a coalition of consumer, religious and educational groups is asking the federal government to do to beer and wine advertising what it did to cigaret ads—take them off tv and radio.

Led by the Center for Science in the Public Interest, the coalition plans a press conference here today to announce a petition drive urging Congress to ban electronic advertising of beer and wine or require that time be made available for counteradvertising. The goal, organizers said, is one million signatures.

The President and key congressmen have made drunk driving a high-visibility political issue this spring, and CSPI and its 25 allied groups sense an opening to broaden the debate to include advertising's alleged role in the problem. Thus far, CSPI executive director Michael Jacobson, a longtime critic of alcoholic-beverage advertising, has been unable to get the ear of key lawmakers and regulators working on the issue.

One pressure group that has demonstrated clout in Congress, Mothers Against Drunk Driving, Dallas, is not part of the CSPI coalition and has instead lobbied for legislation to make 21 the minimum drinking age in states around the country. Candy Lightner, founder of MADD, said the organization's board has taken "no position on the [advertising] issue and probably won't for a long time because of other priorities."

The CSPI coalition, which includes the National Congress of Parents and Teachers and the United Methodist Church, contends that only the federal government can protect consumers from industry ads that unfairly target young persons and heavy drinkers.

The federal ban on tv and radio advertising of cigarets sets a precedent for action against beer and wine ads in electronic media. Liquor ads already are off-limits on tv and radio, but by self-regulatory agreements and not government fiat.

Counteradvertising, CSPI's alternative to an outright ban, has not been a serious regulatory threat since the Federal Communications Commission in 1974 stopped applying its Fairness Doctrine to product commercials. The FCC at one time had said product spots could represent one side of a controversial public issue that would require "balancing" countermessages.

Representatives of the beer and wine industries categorically rejected the ban proposal and the underlying premise that advertising encourages consumption.

Douglas Metz, exec vp and general counsel of the Wine and Spirits Wholesalers of America, said his industry opposed any attempt to restrict its freedom of speech.

Among the 25 groups supporting CSPI's Operation SMART (Stop Marketing Alcohol on Radio and Television) are Consumer Federation of America, Public Citizen, Action for Children's Television and the American Council on Alcohol Problems.#

ACT raps kid's show profit sharing

WASHINGTON—Action for Children's Television, rebuffed in its earlier efforts to sell the Federal Communications Commission on tighter control over children's programs, has found a new platform in the profit-sharing formula for Telepictures Corp's. proposed "Thunder Cats" animated strip.

Under a proposed barter deal, stations accepting the syndicated program and providing three to three and a half minutes for barter advertising will participate in profits from "Thunder Cats" toys sold in their coverage area. In a petition to FCC today, ACT argued that this is a "perversion of programing incentives" which "places broadcasters in a position where self-interest in profit sharing from product sales works against the programing interest of the audience."

ACT reminded FCC that it frequently has stressed the role of market forces—the broadcaster's need to attract viewers in order to generate advertising revenue. "The proposed profit sharing and similar schemes would negate the self-regulating capacity of viewer control and so-called viewer-pattern voting," ACT argued.

ACT's proposed rule aims at situations where stations air programs in exchange for a share of profits from sale of products bearing the name of the program, program characters and/or program devices. "If this practice is allowed," ACT contended, "tv stations will inevitably begin to consider the commercial potential of the products related to children's programs, rather than the quality or public-interest benefits of the programs themselves."

ACT president Peggy Charren claims the profit-sharing proposal is a consequence of past FCC refusal to respond to ACT's petitions against "program-length commercials." "Last October, ACT asked the FCC to put an end to program-length commercials on children's tv—programs based on toys and other products, that are nothing more than one long advertisement disguised as children's shows," she said. "Since the FCC has done nothing, that practice is proliferating."

ACT also has circulated its document to key members of Congress.

"Thunder Cats" would be produced by Rankin-Bass, a Telepictures subsidiary, for the 1985-86 season. Under the barter arrangement, stations signing now would share in profits from "Thunder Cats" toys in perpetuity, even though they drop the show.#

New nurses' uniforms sporting 'Foxy' fashion

Los Angeles—Nurses uniforms finally may cast off their drab image with a little help from 20th Century Fox.

The motion picture and tv studio's licensing and merchandising arm has linked with career-apparel marketer Crest Uniform Co., New York, to manufacture and distribute a line of designer nurse clothing under the logo of the Fox tv series, "Trapper John, M.D." Crest will introduce the new line, which aims to introduce fashion into a field that up until now has been solely concerned with function, in nurses' clothing outlets in the U.S. this fall. The line's introduction will coincide with the show's season debut.

Actress Christopher Norris, who portrays nurse Gloria Brancusi on "Trapper John," will be the spokesperson for the line. Her likeness will be shown on the garments' hangtags, on point-of-purchase materials and in print ads, which will use the theme line "The look says fashion, the image says professional."

The "Trapper John" licensing deal is the latest in a string of associations the Los Angeles studio recently has signed around some of its more successful tv shows, including "Dynasty" (AA, Jan. 23).#

JVC pulls together ad image

By ROBERT RAISSMAN

Looking for continuity and increased awareness for its product lines, JVC Co. of America will break the tv portion of a $10 million campaign this week. The effort marks the beginning of a five-year plan JVC executives hope will make the company a major advertising factor in the consumer-electronics marketplace.

For the past seven years JVC, which pioneered the VHS concept in videocassette recorders, has been known as a leader in technology. Its advertising budgets continuously have grown. In 1983, Leading National Advertisers put JVC spending at more than $4 million. However, the company has had little awareness beyond electronics buffs.

"We have been aware of the unawareness for some time," said George Meyer, JVC advertising manager. He explained that parent Victor Co. of Japan began remedying the situation when it put all its exports under the JVC name eight years ago.

The second step will be the new campaign. Bill Crandall, senior vp-management supervisor at JVC's agency, SSC&B, New York, explained that although each JVC unit has a separate ad budget, all future advertising will have a unified look, highlighted with a gray bar and the red JVC logo across the bottom.

The agency also is working on a unified tag line that will show up in JVC ads later this year.

"Outside of the major names in consumer electronics, most of the advertising is just a hodgepodge," Mr. Crandall said. "What we have done is created a uniform look although all the products are actually advertised separately."

Spencer Tlavoukos, vice-chairman-chief operating officer at SSC&B, said applying a unified format across the board wasn't easy. "We had to pull things together without sacrificing specific brand objectives," he said. "The objective for the company's new videocamera is different than a hi-fi."

The focal point of JVC's tv effort is its new videocamera, the VideoMovie. The lightweight camera has its own VHS video deck in a self-contained unit and is hand held, unlike the "straphanger" models.

The tv spot features the camera zooming in on a family going up in a hot-air balloon. As the balloon takes off, a voiceover says: "In low-light or daylight the picture is incredible." The man in the balloon passes the camera to his son. "And VideoMovie is so lightweight," the voiceover says, "you're free to be more creative. Get your hands on the videocamera and recorder in one. . .and hold everything."

Print ads for the camera, along with a number of other JVC products, will appear in a number of trade and consumer magazines, including *Esquire*, *Life*, *People* and *Playboy*.#

JVC is trying for a unified look in its ads, which will feature a gray bar and the red JVC logo across the bottom. SSC&B handles.

195,906 Men* in St. Louis Are Missing!

That's how many men your advertising misses if you don't buy the Suburban Newspapers.

Check us out, you'll find that nobody...but nobody delivers more potential buyers in the St. Louis SMSA than we do.

We're THEMARKETPOWER!

Ask for your MARKETPOWER MEDIA FACTS KIT. It's free...just call 314-868-8000 (North Main Office) or 314-481-1111 (South Main Office) or ask your USSPI representative.

The Suburban Newspapers of Greater Saint Louis

THEMARKETPOWER

"We hit your customers where they live."

* Source Simmons Readership Study, St. Louis SMSA April, 1982

USSPI Represented nationally by U.S. Suburban Press, Inc.

Convention spawns its own news media

Washington—Unfazed by large price or small audience, advertisers have bought out almost all the available space in an experimental daily party convention publication targeting the assembled national policymakers.

The *National Journal* is publishing the 32 and 40-page tabloids at both conventions, and already reports selling more than 90% of the available ad space. Sales outstripped last fall's projections by publisher John Fox Sullivan, who originally planned 16 and 24-page papers (AA, Sept. 5). A b&w page in the tabloid costs $7,500, and *National Journal* promises that about 15,000 free copies will be distributed each day.

If the print experiment is soaring, a five-day cable tv program planned only for the Democratic convention in July flies slightly lower. With barely two weeks left to book ads, the Kamber Group's CTV (convention tv), a late starter which allowed itself only three months from announcement to gavel time, reports it still has 30% to 35% of the time available on its predominantly entertainment and information program that will be piped to about 15,000 convention hotel rooms in San Francisco.

Total production cost for the five six-hour programs that will air twice every covention day is $250,000, said Kamber, with sales so far totaling about $170,000.

Whereas the *National Journal's* tabloid will focus on convention events, Kamber's cable program will offer more entertainment and "a relief from commentary." Programing will include political satirist Mark Russell, columnist Jack Germond with dining recommendations and actress Jane Fonda leading exercises. Ad rates are $3,500 for 30 seconds and $7,000 for a minute, with discounts up to 15% for appearing all five days. Kamber said it was still "flexible" on rates and willing to discount.

Mr. Sullivan said he plans 176 pages at each convention, with about 30% to 35% for ads. Among those already set are General Motors, which last fall purchased all 10 back pages for op-ed style ads, and LTV Corp. Mr. Sullivan said LTV was planning a particularly innovative series of ads disclosing results of convention delegate surveys on major issues. The surveys are being conducted before the conventions. "That's an example of advertising that is particularly useful to the readers, who themselves will be the ones who were polled," Mr. Sullivan said.#

corrections & clarifications

- Rick Busciglio's correct title at McCann-Erickson is senior vp-director of broadcast (AA, June 18, P. 2).
- Ally & Gargano's revenues were $4,257,000 for the first three months of '84, a 4.4% decrease from the $4,451,000 reported for the same period a year ago (AA, May 28, P. 59).
- An item on *PC Retailing* (AA, May 21, P. 73) should have said it named ESCO Media Group, Flushing, N.Y., as its international ad sales rep.
- Wieden & Kennedy, Portland, Ore., handles Nike's national shoe advertising for all sports, as well as all of its national co-op advertising, both print and tv (AA, June 18, P. 4). Estimated 1984 spending for W&K's portion is about $2 million. That agency handled the total Nike account until the company appointed Chiat/Day, Los Angeles, to launch its national brand advertising last year.#

1984 EDITION **LEADING AGENCY NETWORKS** INTERNATIONAL SURVEY

INTERNATIONAL AGENCY/CLIENT REPORT

How to read the charts

The charts in this special section were supplied by agencies based on the following criteria:

- Clients must be in three or more countries by the end of 1983.
- Client business must add up to an aggregate of $3 million.
- An asterisk (*) notes that an agency included affiliated (no-equity) shops because of their importance to the agency's business.

The country list is not a rundown of each agency's shops worldwide.

Some agencies did not cooperate. In such cases, Advertising Age collected the data independently from its correspondents and gave those agencies the opportunity to comment.#

N W Ayer

clients:	The Americas										Europe														Pacific					
	USA	Argentina	Brazil*	Canada*	Chile*	Peru*	Uruguay*	Colombia*	Virgin Isl.*	Ecuador*	Austria*	Belgium	Denmark*	France	Germany	Italy	Netherlands	Norway*	Spain	Sweden	Switzerland*	UK	Finland*	Greece*	South Africa*	Australia	Japan*	Hong Kong	New Zealand	Singapore*	Thailand*
Deere & Co.	•	•			•	•	•				•	•	•	•	•	•	•	•	•	•	•	•	•							
Bahamas Tourism	•													•	•	•	•		•			•								
Economics Laboratory												•				•			•	•			•			•				
Rolls-Royce	•													•	•			•	•	•		•		•						
AT&T	•	•	•								•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Chemical Bank	•											•								•										
CN Rail	•			•										•	•															
General Motors	•											•										•				•				
Nabisco Brands												•										•				•				
S.E. Banken															•					•		•	•							
Plessey												•		•	•	•						•								
McGregor Navire													•	•			•	•	•	•		•	•	•						
Centocaur														•	•	•						•								
Unichema														•	•							•								
GE Medical Systems	•													•	•												•			
Sidmar	•											•		•	•	•						•								
Johnnie Walker	•				•			•	•	•	•	•					•						•				•			
Viewmaster												•	•	•	•	•	•	•	•	•	•	•	•							
TAG	•											•	•	•	•	•	•	•	•	•	•	•	•	•	•					
Avon	•													•								•								
Firestone												•		•	•		•		•			•								

*Non-equity affiliation. Source: N W Ayer

BBDO International

clients:	The Americas										Europe														Pacific					
	USA	Argentina	Brazil	Canada	Chile	Peru*	Colombia*	Mexico	Puerto Rico		Austria*	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway	Spain	Sweden	Switzerland	UK	Greece		South Africa	Middle East	Australia	Japan	Hong Kong	New Zealand	Singapore	Malaysia
Agfa-Gevaert	•											•				•	•		•				•								
Apple Computer					•	•	•	•	•					•	•	•	•		•	•		•			•	•					
Campbell Soup	•							•	•																		•		•		•	
Del Monte	•								•						•							•				•			•			
Frito-Lay	•							•	•																				•			
Gillette	•		•				•	•				•	•	•	•				•	•	•	•	•		•	•			•			
Pepsi-Cola	•					•	•	•			•					•	•		•		•	•	•		•	•						
Philips N.V.															•		•		•		•	•	•		•	•						
Quaker Oats	•													•	•	•	•						•				•					
Wm. Wrigley Jr.	•			•									•	•	•		•			•												

*Non-equity affiliation. Source: Advertising Age

Ted Bates Worldwide

clients:	The Americas										Europe														Pacific					
	USA	Argentina*	Brazil*	Canada	Chile*	Peru*	Mexico	Paraguay*	Colombia	Venezuela	Austria	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway	Spain	Sweden	Switzerland	UK	Greece	Finland	South Africa*	Middle East*	Australia	Japan	Hong Kong	New Zealand	Singapore	Thailand	Indonesia	Malaysia
BAT				•								•		•				•	•			•	•				•							
Beiersdorf	•							•				•		•				•		•			•	•										
Cadbury Schweppes	•			•									•									•												

N W Ayer

N W Ayer, New York, had non-U.S. gross income of $14.2 million, or 14.6% of total gross income of $97.4 million in 1983. It had non-U.S. billings of $92 million on total billings of $650 million. The N W Ayer network has 12 partner agencies and 26 associate agencies. It owns majority or maximum-allowable stock in four.

The Ayer network was nonexistent 10 years ago when total gross income was $26.2 million out of $175 million in billings. By 1978, the company had non-U.S. gross income of $2.2 million, or 4.5% of total gross income of $48.7 million. Non-U.S. billings that year were $14.6 million, or 4.5% of total billings of $325.1 million. Ayer gathered equity in shops in Milan, Wierden (Holland), London and Paris in 1983.

Top execs include Louis T. Hagopian, chairman; Jerry Siano, vice-chairman, John Roedig, senior vp-finance; Jerry N. Jordan, president-intl; Thomas C. Sweitzer, senior vp-intl; Bruce A. Macdonald senior vp-Europe, Mideast, Africa; David Dodd, senior vp-Latin America; James P. Foley, senior vp-Asia, Pacific; Robert Young, vp-financial director.

BBDO International

BBDO International, New York, had non-U.S. gross income of $90 million, 31.1% of total gross income of $289 million in 1983. The agency had non-U.S. billings of $600 million, or 30.8% of total billings of $1.949 billion. The BBDO network covers 31 countries and 57 agencies outside the U.S. Equity is held in 31 of the agencies.

BBDO's non-U.S. business climbed from an estimated $13.4 million in gross income, or 21% of total gross income in 1973, to $52.3 million, or 39.5% of total gross income in 1978. During that period, non-U.S. billings grew from $89.5 million, or 20.9% of the total, to $348.5 million, or 47.5% of total billings.

The agency's percentage drop in non-U.S. activity in 1983 is a sign of BBDO's active acquisition policy stateside and the building up of its U.S. client base. Since 1978 some of the bigger U.S. shops purchased by BBDO include Tracy-Locke/BBDO, Waring & LaRosa, Lavey/Wolff/Swift and Arthur Meyerhoff.

In 1983, BBDO International acquired one major world client—Apple Computer.

Top execs: Bruce Crawford, president-ceo, BBDO Intl; Allen Rosenshine, exec vp, BBDO Intl, and chairman-ceo, BBDO; Willi Schalk, exec vp, BBDO Intl, and president-intl group; William Wilson, exec vp-intl group.

Ted Bates Worldwide

Ted Bates Worldwide, New York, had non-U.S. gross income of $143.6 million, 37% of total gross income of $388 million in 1983. The agency had non-U.S. billings of $957.1 million, or 37% of total billings of $2.59 billion.

(Continued on Page 56)

Ted Bates Worldwide

clients:	The Americas										Europe														Pacific								
	USA	Argentina*	Brazil*	Canada	Chile*	Peru*	Mexico	Paraguay*	Colombia	Venezuela	Austria	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway	Spain	Sweden	Switzerland	UK	Greece	Finland	South Africa*	Middle East*	Australia	Japan	Hong Kong	New Zealand	Singapore	Thailand	Indonesia	Malaysia
Colgate-Palmolive	•	•	•	•	•	•	•	•				•		•	•	•	•		•			•	•		•			•	•	•	•	•	•
De Beers																													•		•	•		•
DHL	•	•	•	•	•	•			•	•				•		•	•		•		•	•	•	•		•	•	•	•	•	•			
Estee Lauder	•									•	•	•		•		•			•			•			•			•	•		•		
Hong Kong Bank Group															•	•													•		•		•	•
Leitz														•	•			•									•							
Mars confectionery	•	•	•	•	•						•	•		•	•	•			•		•	•	•				•	•			•	•		•
Mars petfoods	•			•	•						•	•		•	•	•			•		•	•	•				•	•						
Matsushita	•						•			•		•		•	•	•	•		•		•	•	•				•							
Mobil	•												•		•		•	•				•		•			•					•		
Nicholas Products												•		•	•		•		•		•	•			•					•				
Novo Enzymes	•	•	•									•	•			•			•			•	•		•	•	•	•						
Schering-Plough	•			•			•		•		•								•			•												
Seiko/Pulsar	•	•								•			•				•			•		•	•				•			•				•
Shell									•									•			•								•	•				
Simmons	•	•								•		•																						
Tampax	•																										•		•	•	•	•	•	•
Thomas Cook				•						•						•						•			•	•	•	•	•					•
Union Carbide	•			•																							•		•	•	•	•	•	•
Warner-Lambert	•			•								•		•			•		•				•				•							

*Non-equity affiliation. Source: Ted Bates Worldwide

Benton & Bowles

clients:	The Americas									Europe														Pacific						
	USA	Argentina	Brazil*	Canada	Chile	Peru	Uruguay	Mexico	Venezuela*	Austria	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway	Spain	Sweden*	Switzerland	UK			Africa	Australia*	Japan	Hong Kong	New Zealand*	Singapore	Thailand	
Corning	•												•								•										
Digital Equipment	•		•	•							•	•	•	•	•	•	•	•	•		•										
Emery	•			•				•													•				•	•		•			
General Foods	•							•				•	•		•			•			•										
Johnson Wax											•				•						•										
Nabisco Brands	•												•					•													
Procter & Gamble	•			•				•	•		•	•	•	•	•	•					•										
Quaker Oats								•				•					•														
Richardson-Vicks	•										•			•		•		•			•										
Texaco	•													•		•	•														
Lee Jeans											•		•	•		•					•										

*Non-equity affiliation. Source: Benton & Bowles

Leo Burnett Co.

clients:	The Americas											Europe															Pacific							
	USA	Argentina	Brazil	Canada	Chile	Panama	Colombia	Venezuela	Mexico	Puerto Rico	Dominican Rep.	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway*	Spain	Sweden*	Switzerland	UK	Finland*	Greece	Lebanon	Egypt	Australia	Japan	Hong Kong	New Zealand*	Singapore	Thailand*	Malaysia	Philippines
Bayer/Miles			•				•	•	•	•					•				•			•		•	•								
Beecham			•	•	•		•	•	•				•		•	•			•			•		•			•	•	•			•	•	
Cathay Pacific Airways				•											•			•		•		•	•				•	•	•	•		•	•	
Kellogg	•			•			•	•	•	•		•	•		•				•			•					•		•		•	•	•	
McDonald's	•		•			•				•		•	•	•																				
Memorex	•											•		•	•				•			•												
Nestle	•	•							•	•	•			•								•					•		•		•	•	•	
Philip Morris	•		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•		•		•	•	•	•	•	•	•	•		•		•		
Pillsbury/Green Giant	•			•						•				•	•							•												
Procter & Gamble	•			•	•	•		•	•			•		•	•	•	•		•		•	•		•	•	•	•	•	•		•		•	•
Seagrams				•			•		•																									
Seven-Up Co.	•	•			•		•	•	•	•	•		•	•	•	•	•		•			•						•	•		•	•	•	•
Star-Kist	•			•									•	•	•																			
Union Carbide	•			•			•						•						•							•			•					•
United Airlines	•								•													•					•							
Warner-Lambert							•	•	•															•		•						•		

*Non-equity affiliation. Source: Leo Burnett Co.

(Continued from Page 54)

The Bates network covers 35 countries and 52 agencies.

Bates' non-U.S. gross income as a percentage of the total has risen from 47.6%, or an estimated $36.5 million in 1973, to 58.1%, or $76 million gross income in 1978. Non-U.S. billings were $243 million, or 50.2% of the total in 1973, and $465.2 million, or 52.3% of the total in 1978.

The drop in non-U.S. billings percentage the past five years is credited largely to Bates' acquisition of Sawdon & Bess, McDonald & Little and William Esty Co., agencies with nominal international volume. Their collective gross incomes and billings in 1983 were $95 million and $633 million, respectively.

Cadbury Schweppes was added to its world list in 1983.

Top international personnel: Robert E. Jacoby, chairman, president-ceo, Ted Bates Worldwide, and chairman Ted Bates Advertising/New York; John R. Hoyne, exec vp, president-international group; William H. Maynard Jr., vice-chairman, director-worldwide creative services; Keith H. Cousins, chairman, Australia-New Zealand, Southeast Asia Group; Michael English, chairman, United Kingdom Group, and Armand de Malherbe, president, Europe Group.

Benton & Bowles

Benton & Bowles, New York, had non-U.S. gross income of $46.1 million, or 32% of total gross income of $144.3 million in 1983. Non-U.S. billings were $354.5 million, or 35.3% of total billings of $1.01 billion. The network includes 14 countries. Majority or maximum-allowable equity is held in 14 agencies.

In 1973, B&B's non-U.S. activity was $16 million in gross income, or 38.9% of the $41.1 million total; its non-U.S. billings for the year were $91.3 million, or 34.6% of the total. In 1978, non-U.S. gross income rose to $23.9 million, or 32.2% of the total; its non-U.S. billings were $151.8 million, or 29.1% of total billings.

During 1983, B&B bought 15% of Leveille/B&B, Montreal, and 100% of B&B, Bologna.

The network gained one $3 million-plus client, Fiat & Crippa & Berger, Italy.

Top international execs include John S. Bowen, chairman-ceo; John Ferries, senior vp-director, Europe; and Bernard Kanner, senior vp-group exec, director-intl operations.

Leo Burnett

Leo Burnett Co., Chicago, had non-U.S. gross income of $82.7 million, or 38% of total gross income of $215.3 million in 1983. Its non-U.S. billings were $551.5 million, or 38% of total billings of $1.47 billion. The agency network encompasses 37 countries, with majority or maximum-allowable equity held in 30 agencies.

Burnett's network generated gross income of $28.9 million, or 37% of the total in 1973; its non-U.S. billings were $194.3 million, or 37% of the total. In 1978, non-U.S. gross income was $39.2 million, or 30% of total gross; its non-U.S. billings were $261.8 million, or 30% of the total.

During 1983, Burnett bought 30% ownership in Hemisphere-Leo Burnett in Manila. Burnett added $33.7 million in business from new international clients, including Saudia and Apple Computer.

Top international execs include W.A. Wiggins, chairman-ceo; R.L. Barocci, president; J. Novas, vice-chairman; J.C. Kraft, exec vp; D.S. Reid, senior vp; N.A. Saffouri, assistant to chairman. World regional responsibilities are handled by J. Novas (Europe/Middle East); F. Grace (Australia/New Zealand); K. Rubie (Far East); S. Suarez (Latin America); D. Dunlap (Canada).

Dancer Fitzgerald Sample

clients:	The Americas								Europe														Pacific							
	USA	Argentina*	Brazil*	Canada*	Chile*	Colombia*			Austria*	Belgium*	Denmark*	France*	Germany*	Italy*	Netherlands*	Norway*	Spain*	Sweden*	Switzerland*	U.K.*	Finland*		South Africa*	Middle East*	Australia	Japan	Hong Kong	New Zealand	Singapore	Thailand
Toyota	•																								•	•				
Wendy's	•												•	•			•						•		•	•				
Beneficial Finance	•																			•					•	•				
L'eggs	•																								•	•				
Yoplait yoghurt	•	•			•	•																								
Duracell		•	•								•	•		•				•		•	•									
Hanes	•			•																			•							
Hewlett-Packard														•			•				•		•							
Gestettner copier												•		•	•					•			•							
Shulton toiletries	•		•										•																	
Wrangler jeans	•		•														•													
Faxe beer										•	•			•				•												

*Non-equity affiliation. Source: Dancer Fitzgerald Sample

D'Arcy MacManus & Masius

clients:	The Americas										Europe														Pacific							
	USA	Argentina	Brazil	Canada	Curacao*	Colombia*	Mexico	Puerto Rico*	Panama*	Venezuela*	Austria	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway	Spain	Sweden	Switzerland	UK	Finland	Greece	South Africa	Zimbabwe	Australia	Japan	Hong Kong	New Zealand	Singapore	Thailand	Indonesia
Mars Inc.	•			•				•			•	•	•	•	•	•	•	•	•	•	•	•	•	•			•		•				
Reckitt & Colman																•	•					•		•						•			
Mobil Oil												•				•	•					•			•	•	•			•			
Combe International																•		•					•			•	•			•			
Bristol-Myers																									•	•				•			
Detroit Diesel Allison (GM)	•																					•				•							
Philips													•				•									•						•	
Distillers														•			•					•			•	•							
Kemanobel											•	•	•	•	•	•	•	•				•	•										
Weetabix				•										•								•											
Hoover												•		•		•		•		•	•	•	•		•								
Lee Cooper													•	•		•	•	•		•		•											
Lego											•		•		•		•								•								
Ricoh														•	•	•	•			•		•											
Air Zimbabwe															•						•			•		•							
Barclays Bank	•			•									•	•	•	•	•		•		•	•		•			•		•				
DFDS Seaways	•												•									•											
Dunlop											•		•			•			•	•				•		•							
Kimberly-Clark													•		•			•	•		•												
Florists Transworld Del.	•			•															•			•											
Stimorol															•					•						•	•						
Richardson-Vicks																											•			•		•	•
Anheuser-Busch	•			•																									•				
General Tire & Rubber	•			•																					•								
Schering-Plough				•																					•			•					
Colman	•			•																							•						
Dow Chemical	•			•												•																	
Deltona					•	•		•		•																							

*Non-equity affiliation. Source: D'Arcy MacManus & Masius

Doyle Dane Bernbach

clients:	The Americas								Europe													Pacific						
	USA	Argentina	Brazil	Canada	Chile	Peru	Uruguay	Mexico	Austria	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway	Spain	Sweden	Switzerland	UK	South Africa	Middle East*	Australia	Japan	Hong Kong	New Zealand	Singapore	Thailand
AMF Tyrolia									•			•	•						•									
Audi Automobiles	•			•						•		•					•						•		•			
Atari	•								•	•		•	•		•				•	•				•	•		•	
Blendax									•	•			•															
Chanel	•			•													•							•				
Ciba-Geigy														•			•						•					
Citicorp	•							•																•	•			

*Non-equity affiliation. Source: Doyle Dane Bernbach

Dancer Fitzgerald Sample

Dancer Fitzgerald Sample, New York, had non-U.S. gross income of $19.1 million, or 16.9% of total gross income of $113.1 million in 1983. The agency had non-U.S. billings of $99.1 million, or 15.8% of $627 million in total billings.

DFS has equity ownership in four agencies (Australia, U.S. and two in Japan) in the network that now covers 18 countries. DFS in March, 1984, agreed to sell its entire European operation to Dorland Advertising, part of the Saatchi & Saatchi Group. That included a network of 15 agencies accounting for $29.7 million in gross income and $213.1 million in billings. DFS ownership had broken down to 33% of its Austrian shop, 100% Belgium, 50% France, 100% Germany, 100% Holland, 36% Dorland in Italy, 41% Delvico DFS in Spain, 64% Sweden and 100% U.K. It did not have equity in Denmark, Finland, Italy's B Communications, Norway, Tapsa in Spain and Switzerland.

In the accompanying chart, the four multinational accounts listed would have been the same had DFS listed its European offices. However, a fifth account—General Mills Toys Group—as a result of the sale to Dorland Advertising, was dropped from the chart because it is now carried only stateside.

D'Arcy MacManus Masius

D'Arcy MacManus Masius, New York, had non-U.S. gross income of $89.6 million, or 49.5% of total gross income of $181.1 million in 1983. Its non-U.S. billings were $600.2 million, or 49.5% of total billings of $1.21 billion. The network covers 25 countries, and it owns majority or maximum-allowable stock in 23 agencies.

In the past 10 years, D'Arcy's non-U.S. activity has kept pace with its domestic growth. In 1973, the agency's non-U.S. gross income was $20.7 million, or 41.9% of total gross income of $49.3 million. Its non-U.S. billings were $137.7 million, or 41.9% of total billings of $328.9 million. In 1978, the agency's non-U.S. gross income had grown to $35.2 million, or 40.9% of total gross income of $86.1 million. Its non-U.S. billings for the year were $234.9 million, or 40.9% of $574.1 million in total billings.

During 1983, the network added Lee Cooper and DFDS Seaways, both billing more than $3 million. Major accounts not listed on the accompanying chart, because they do not bill an aggregate of $3 million in more than three countries, include Alfa Romeo (carried in 11 countries), Citroen (four countries), Abecor (four), Cullinet Software (four) and Brooke Bond Oxo (three).

Top international execs based in New York and Bloomfield Hills (Detroit) include H.G. Bay Jr., chairman-ceo; P.T. Redsell, president-ceo-intl; A. Hampel, S. Arbeit, A. Pilkington and C.D. Brown, exec vps. Europe regional directors based in Europe include L. Bohlin (Scandinavia), R. Harm (Central Europe), I. Kerr (Southern Europe), A. Waedemon (Northern Europe). R. Noonan is regional director-West Pacific, and M. Johnson, appointed regional director-Africa (South Africa) in 1983, is being reassigned to a position in New York.

Doyle Dane Bernbach International

Doyle Dane Bernbach International, New York, had non-U.S. gross income of $53 million in 1983, or 26.6% of total worldwide gross income of $199 million. Non-U.S. billings were $351 million, or 26.6% of total worldwide billings of $1.32 billion. The agency network covers 17 countries

(Continued on Page 58)

Doyle Dane Bernbach

clients:	The Americas: USA	Argentina	Brazil	Canada	Chile	Peru	Uruguay	Mexico	Europe: Austria	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway	Spain	Sweden	Switzerland	UK	South Africa	Middle East*	Pacific: Australia	Japan	Hong Kong	New Zealand	Singapore	Thailand
Cote d Or										•				•	•		•											
BSN-Gervais-Danone												•		•			•											
H J. Heinz	•													•						•								
IBM	•																•					•	•	•				
Ikea									•			•			•										•		•	
Intergold	•			•					•																•			
ITT	•			•					•	•		•			•										•			
S C. Johnson										•		•	•											•				
Nabisco										•		•					•											
Philip Morris	•																•			•								
Polaroid	•			•				•	•	•		•	•	•	•		•	•		•		•	•	•	•			
Porsche	•			•						•			•		•										•			
Quaker Oats				•						•		•																
3M									•	•												•						
Unilever									•										•					•				
Volkswagen	•			•				•		•		•	•		•		•			•			•		•			
Seagram	•									•		•	•		•				•					•				

*Non-equity affiliation. Source: Doyle Dane Bernbach

EUROCOM Group

clients:	The Americas: USA	Argentina	Brazil	Canada	Chile	Peru	Uruguay	Europe: Austria	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway	Spain	Sweden	Switzerland	UK	Africa	Pacific: Australia	Japan	Hong Kong	New Zealand	Singapore	Thailand
Peugeot									•		•	•	•	•		•		•								
L Oreal									•		•	•	•	•		•		•								
Chanel									•		•	•	•													
G.F. (Hollywood)											•		•					•								
Lotus									•		•	•	•													
Henkel											•				•		•									
Agfa											•	•					•									
Renault Indust.											•	•	•				•									
Beiersdorf									•		•						•									

Source: EUROCOM Group

Foote, Cone & Belding

clients:	The Americas: USA	Argentina	Brazil	Canada	Chile	Peru	Puerto Rico	Venezuela	Mexico	Jamaica	Europe: Austria	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway	Spain	Sweden	Switzerland	UK	Portugal	Greece	South Africa	Pacific: Australia	Japan	Hong Kong	New Zealand	Singapore	Thailand	Malaysia	Indonesia
Cadbury Schweppes													•	•					•			•											
Colgate-Palmolive	•			•					•	•			•	•	•	•			•	•	•	•	•										
Data General	•			•										•	•	•	•		•	•		•											
Gillette/Braun									•					•	•	•	•					•											
Johnson Wax	•			•									•	•		•		•	•	•			•		•			•					
Kimberly-Clark	•											•					•								•	•				•		•	
Dart & Kraft	•			•								•			•	•		•	•			•											
Mazda	•			•			•																										
Bristol-Myers	•						•								•				•		•					•							
Calif. Raisin Bd.	•											•	•		•		•			•		•											
Wm. Wrigley Jr.															•	•	•		•			•											
Clorox	•			•			•	•	•										•														
Frito-Lay	•																									•	•						
Hiram Walker			•					•			•	•	•	•	•	•			•			•	•		•	•							
Hughes Aircraft	•														•												•						
Beiersdorf		•											•		•				•				•	•									
Bermuda Tourism	•			•																		•											
Denny's	•																									•		•					
ICI				•										•								•			•								
Quaker Oats	•												•		•					•													
Iveco	•										•	•				•			•														

(Continued from Page 57)

in which DDB owns either majority or maximum-allowable stock in 16 agencies.

DDB's non-U.S. gross income and billings have shown a tendency to double on a five-year basis. In 1978, for example, non-U.S. gross income was $27.2 million, or 30.6% of total gross income of $88.9 million; and in 1973, non-U.S. gross income was $13.4 million, or 25% of total gross income of $53.4 million. In billings, non-U.S. billings in 1978 were $181.5 million, or 30.6% of total billings of $592.7 million; and non-U.S. billings in 1973 were $83.6 million, or 25% of total billings of $334.6 million.

DDB went on an acquisition spree in 1983. Its direct-marketing unit, Rapp & Collins, bought 100% of Drescher & Heine in Germany, Intermail in France, MSW in the U.K. and RZA in Switzerland. Venema de Groot ad agency in Amsterdam was purchased and merged into DDB/Netherlands, and DDB/Singapore was founded in December, 1983, with 100% DDB participation.

Major international business won in 1983 included Atari Worldwide ($10 million in billings), Seagram ($4 million), Shulton ($3 million) and International Harvester ($3 million).

Top international corporate officers: Neil R. Austrian, president-ceo, DDB Intl.; Nicolai von Dellingshausen, president, DDB Europe; Clay S. Timon, senior vp-intl. (Canada, Latin America, Asia-Pacific).

Eurocom Group

Eurocom Group, Paris, had gross income of $28.5 million from sources outside France in 1983, or 22.8% of total gross income of $125.2 million. Its non-French billings were $210.3 million, or 24.6% of total billings of $852.3 million. The network encompasses 12 countries and owns majority or maximum-allowable stock in eight of its foreign agencies.

Eurocom's gross income and billings include only financial results from those agencies that are part of Eurocom and not the affiliates of the Univas Network, of which Eurocom is a part. Eurocom foreign shops include ATA Univas and INTHA Univas, both in Italy; Dechy Univas in Belgium; Unitros in Spain; NPO Univas in the Netherlands; MPW Univas in West Germany; and CSWH and UNICOM, both in Switzerland. Under the larger Univas Network banner, five other countries are also represented, but the Univas Network holds only a minor interest in those affiliate shops.

If total (as opposed to percentage ownership) gross income and billings of those Univas foreign holdings were included in the Univas totals, the Univas Network (including Eurocom) would have gross income from sources outside France of $78.2 million, or 44.7% of total gross income of $175 million, and non-French billings of $486.2 million, or 43.1% of total billings of $1.13 billion.

During 1983, the network added the following accounts worth more than $3 million: Chanel in France, Germany, Italy and Belgium; I.W.S. (Woolmark) in Germany and Switzerland; Lattoflex in Belgium and France; Philip Morris in Switzerland, and Toshiba in Germany.

Top international exec is Bernard Brochand, general manager-exec vp, Eurocom Group.

Foote, Cone & Belding

Foote, Cone & Belding, Chicago, had non-U.S. gross income of $50 million, or 24% of total gross income of $208.3 million in 1983. The agency had non-U.S. billings of $333.8 million, or 24% of total billings of $1.39 billion. The FCB network covers 30

(Continued on Page 60)

Foote, Cone & Belding

clients:	The Americas										Europe														Africa	Pacific							
	USA	Argentina	Brazil	Canada	Chile	Peru	Puerto Rico	Venezuela	Mexico	Jamaica	Austria	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway	Spain	Sweden	Switzerland	UK	Portugal	Greece	South Africa	Australia	Japan	Hong Kong	New Zealand	Singapore	Thailand	Malaysia	Indonesia
Citibank	•						•																								•		•
Pearl Vision	•						•		•													•											
Rothmans															•										•	•							
Sears	•			•			•																										
Sunkist Fresh Fruit	•			•								•			•											•		•					
Unilever/Lipton	•														•	•																	
Melitta															•				•							•		•					
Cinzano			•					•				•				•			•			•	•	•		•							
Siemens											•						•	•							•								
Hewlett-Packard													•									•						•					

Source: Foote, Cone & Belding

Grey Advertising

clients:	The Americas										Europe															Africa	Pacific							
	USA	Argentina	Puerto Rico*	Canada	Chile	Colombia*	Peru	Uruguay	Venezuela	Mexico	Austria	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway	Spain	Sweden	Switzerland	U.K.	Greece*	Portugal*	South Africa	Middle East*	Australia	Japan	Hong Kong	New Zealand	Singapore	Thailand	Indonesia	Philippines*
BankAmerica	•	•		•	•		•	•	•		•	•	•	•	•	•	•	•	•	•	•	•			•	•	•	•	•	•	•	•	•	
BAT	•														•	•			•			•	•		•									
Beecham	•		•	•	•										•	•			•		•	•			•			•						
Block Drug	•			•					•		•	•	•	•	•	•	•		•	•		•	•	•	•			•	•	•	•			
Bristol-Myers	•											•										•			•			•						
General Foods	•			•	•		•		•					•					•	•		•	•		•									
General Mills Toys	•		•									•			•		•		•			•												
BF Goodrich	•	•		•							•	•	•		•	•		•		•	•	•				•	•	•						
Inter-Continental	•										•	•		•	•		•		•		•	•				•			•					
International Playtex	•			•										•		•			•	•		•			•		•							
Kroy	•			•										•					•			•					•							
Mennen	•			•	•				•		•				•					•		•						•						•
Northwest Orient	•											•	•	•		•	•	•		•		•												
Pioneer											•	•		•	•	•	•	•	•		•	•												
Procter & Gamble	•		•	•	•		•		•	•	•	•		•	•	•	•		•	•	•	•	•					•						
Remington	•			•		•			•																		•	•	•	•	•			
Revlon	•			•	•		•	•	•			•		•	•	•	•		•	•		•	•		•		•	•						
Seagram & Sons			•	•	•			•								•							•					•		•		•		
Timex	•			•							•	•	•		•		•	•		•		•		•										
Warner Bros.	•											•				•				•		•								•				
AES Data				•								•			•		•		•		•	•												
Ciba-Geigy				•	•		•	•									•																	
BSN Gervais Danone											•			•	•																			
Canon	•			•		•								•											•		•							
Carter Wallace	•																•										•		•					
Combe				•								•			•		•																	
Corning												•		•			•																	
Melitta											•	•	•	•	•	•			•	•	•	•												
Playtex	•			•						•				•								•			•									
Renault	•	•		•																												•		
Simplicity	•			•																					•		•			•				
3M	•								•										•															
Agfa-Gevaert					•											•			•			•												

*Non-equity affiliation. Source: Grey Advertising

Hakuhodo

clients:	The Americas							Europe															Africa	Pacific							
	USA	Argentina	Brazil	Canada	Chile	Peru	Uruguay	Austria	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway	Spain	Sweden	Switzerland	UK					Australia	Japan	Hong Kong	New Zealand	Singapore	Thailand	Malaysia	Philippines
Citizen	•		•									•							•						•	•						
KAO																									•			•	•	•		
Ajinomoto	•		•																						•				•			
Nippon Electric	•											•							•						•	•						

Source: Hakuhodo Inc.

(Continued from Page 58)

countries. It owns the majority or maximum-allowable stock in 19 of its agencies.

FCB's non-U.S. business as a percentage of its total activity has fluctuated the past 10 years from 29%, or $14.3 million gross income out of total gross income of $49.5 million in 1973, to 33%, or $37.1 million gross income out of a total of $111.7 million in 1978 before dropping back to 24% in 1983. Non-U.S. billings were $95.4 million out of a total of $329.8 million in 1973 and were $247.3 million out of a total of $745 million in 1978.

In 1983, FCB purchased majority ownership in Lewis & Gilman of Philadelphia, majority ownership in Norman, Craig & Kummel (the percentage ownership in NCK's 17-country network varies), substantial minority of Quantum:FCB (Indonesia, Malaysia and Singapore) and 100% ownership of FCB/Japan and North-Castle Partners of Greenwich, Conn.

Major clients won in 1983 included Colgate-Palmolive ($38 million in billings); Kimberly-Clark ($15 million); Data General ($10 million); Kraft Foods and Shulton (both $9 million); National Semiconductor ($6 million); Gillette, Hewlett-Packard and South African Transport (all $3 million).

Top international personnel: Norman W. Brown, president-ceo, FCB Communications; John O'Toole, chairman, FCB Communications; Bill Kiely, chairman, FCB/Europe; Emine Messiqua, president, FCB/Europe; Antonio Beja, president, Latin America/Pacific/South Africa; Ed Roncarelli, president, multinational business group. Messrs. Messiqua and Roncarelli were added from NCK, as was Michael Woodward, exec vp-FCB Europe.

Grey Advertising

Grey Advertising, New York, had non-U.S. gross income of $88.8 million, or 41% of total gross income of $213.9 million in 1983. Its non-U.S. billings were $584 million, or 41% of total billings of $1.42 billion. The Grey network covers 26 countries, and part or full ownership is maintained in all but 14 affiliated agencies.

International business has accounted for more than 40% of Grey's total business activity for more than five years. In 1978, non-U.S. gross income was $55 million, or 46% of total gross income of $120.2 million. Its non-U.S. billings were $367 million, or 46% of total billings of $802 million. In 1973, non-U.S. gross income was $24 million, or 37% of total gross income of $65.7 million, and non-U.S. billings were $160 million, or 37% of total billings of $438 million.

During 1983, the new agencies added to the network included: Grey Ronalds Smith-Toronto and Montreal; NP/Grey-Aarhus, Denmark; Greco-Paris (pr); PUSH-Gorinchem, the Netherlands; Grey Direct-Johannesburg; Grey Direct-London; Centrepoint-London (sales promotion); Market Horizons-Duesseldorf.

Hakuhodo Inc.

Hakuhodo Inc., Tokyo, had non-Japanese gross income of $6.4 million in 1983, or 3.5% of total gross income of $183.5 million. Non-Japanese billings were $42.4 million, or 3.1% of total billings of $1.38 billion in 1983. The agency network covers nine countries in which Hakuhodo owns the majority or maximum-allowable stock of seven agencies in the network.

Hakuhodo is emerging rapidly in the international advertising market. In 1973, the agency had only domestic (Japan) gross income of $37.1 million on billings of $246 million. By 1978, the agency had gained non-Japanese gross income of $1.4 million, or 1.2% of total gross income of $114.2 mil-

(Continued on Page 61)

J. Walter Thompson	The Americas										Europe																Pacific								
clients:	USA	Argentina	Brazil	Canada	Chile	Peru	Uruguay	Venezuela	Puerto Rico	Mexico	Austria	Belgium	Denmark	France	Germany	Italy	Netherlands	Portugal	Spain	Sweden	Switzerland	UK	Greece	Norway	South Africa	India*	Australia	Japan	Hong Kong	New Zealand	Singapore	Indonesia	Malaysia	Philippines
American Home Products					•										•						•	•												
Abbott				•	•			•							•							•	•											•
Alberto Culver				•					•																						•			
Allied Breweries																			•			•					•							
BAT					•																					•	•		•			•		
Bacardi												•	•		•		•		•			•	•				•							
Beatrice Foods	•	•							•																		•							
Beecham					•																	•			•	•								•
Brooke Bond Liebig				•																		•				•	•							
Burger King	•			•				•			•		•		•		•	•	•		•	•					•		•		•		•	
CBS Electronics												•		•		•	•		•	•	•		•											
Campari												•	•		•																			
Champion	•	•		•		•	•	•	•	•	•	•	•	•	•	•	•			•	•				•		•	•		•	•			•
Chesebrough-Pond's					•	•		•							•											•				•				
Commodore											•	•			•		•				•													
ComputerLand	•																		•			•					•							
DeBeers			•	•						•	•	•	•	•	•	•	•	•	•	•	•	•			•		•	•						
Dunlop	•					•																				•	•				•		•	
Eaton	•	•	•							•	•	•		•	•	•				•	•	•												
Eli Lilly	•			•											•		•			•	•	•												
Ford	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•		•	•	•		•				•	•						•
Garrett (Signal)	•	•													•	•																		
Gerber	•								•	•																								
Goodyear	•			•				•																					•	•				
Hoechst						•									•	•						•	•										•	•
Hyatt	•									•												•					•	•	•	•		•		
ICL											•				•					•		•			•		•							
Intl Spike				•								•	•		•		•		•		•	•			•		•							
Intl Wool Secretariat																												•	•				•	
Jacobs				•							•	•		•	•	•					•													
S.C. Johnson	•	•	•		•		•	•	•	•	•				•	•	•													•				•
Kellogg	•	•	•	•				•		•	•	•		•	•	•	•	•			•	•	•		•		•	•		•			•	
Kodak	•	•	•		•	•	•	•	•	•		•				•	•		•	•			•		•	•	•	•		•		•		
Kraft	•		•	•				•	•	•		•	•	•	•	•			•	•	•	•			•		•		•		•		•	•
Malaysian Airline															•	•	•	•			•	•					•		•	•		•	•	•
McDonnell Douglas	•	•	•	•	•		•	•		•	•	•	•	•	•	•	•		•	•	•	•	•				•	•	•		•	•	•	
Monroe (Tenneco)	•										•				•	•					•													
Nabisco Brands	•	•	•	•		•	•	•	•	•							•		•			•				•				•				•
Nestle	•		•		•	•			•	•		•		•	•			•	•	•		•				•			•		•		•	
Northern Telecom	•			•																								•						
Oscar Mayer (GF)	•			•				•	•										•															
PepsiCo	•	•	•	•	•			•		•		•			•				•		•	•						•						•
Philips			•		•	•		•				•			•							•	•		•	•							•	
Quaker Oats	•							•											•															
R.J. Reynolds			•	•		•			•	•		•			•						•		•					•	•				•	
Reader's Digest	•	•		•				•				•										•			•	•								•
Reckitt & Colman	•								•			•											•		•		•							
Remy Martin				•						•					•							•												
Richardson-Vicks						•					•			•	•					•			•											•
Rolex	•	•	•	•			•	•		•	•	•	•	•	•	•	•	•	•	•	•	•		•			•	•	•					•
Rowntree Mackintosh	•														•							•					•				•			
Schering-Plough									•						•		•					•												
Scott Paper	•	•		•					•	•									•			•					•							•
Timex	•			•					•									•																
Uncle Ben's (Mars)	•		•	•																			•											
Unilever	•	•	•	•	•	•		•		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Warner-Lambert	•	•	•	•	•	•	•	•	•	•					•	•			•		•	•	•				•		•	•				
Glaxo Holdings															•							•					•			•				
Johnson & Johnson						•			•													•								•				

*Non-equity affiliation. Source: Advertising Age

This World Brand/International Agency/Client Report was put together by Dennis Chase, international editor; Ilse Cermak, international copy editor; Ellen Mardock, graphic designer; Craig Endicott, free-lance writer/researcher; Val Mackie, international reporter, and the Advertising Age international network.

(Continued from Page 60)

lion, as non-Japanese billings increased to $9.2 million, or 1.2% of total billings of $740.3 million.

Agencies in the Hakuhodo network basically service Hakuhodo's Japanese clients.

J. Walter Thompson Co.

J. Walter Thompson Co., New York, had non-U.S. gross income of $188.5 million, or 49.8% of total gross income of $378.4 million in 1983. It had non-U.S. billings of $1.26 billion, or 50% of total billings of $2.52 billion in 1983. The JWT network includes 118 shops, 61 of which are in the U.S. It owns majority interest in most of its shops except in the Third World, where most countries restrict ownership to less than a majority.

JWT foreign operations have generally contributed 50% of the network's total business in recent years. In 1973 non-U.S. gross income was an estimated $56.1 million, or 48.8% of total gross income estimated at $115.1 million. Non-U.S. billings that year were $374 million, or 48.8% of total billings of $767 million. Five years later, non-U.S. gross income had risen to $114.9 million, or 51.9% of total gross income of $221.5 million. Its non-U.S. billings were $776.1 million, or 52.4% of total billings of $1.48 billion in 1978.

J. Walter Thompson Co. is the largest subsidiary of JWT Group Inc. In 1983 the subsidiary included figures for Brouillard Communications, J. Walter Thompson USA and Thompson Recruitment Advertising.

The JWT worldwide coverage of clients shown in the accompanying chart was collected by Advertising Age correspondents. The agency requested that it not be included in the special report because of a corporate policy requiring clearance from clients when material to be published "includes detailed public statements regarding our clients' business," said Thomas N. Robbins, vp-director of communications, in a letter to this publication.

"I'm sure you can also appreciate that, even if such a policy were not in effect, in order for us to contribute information on the international scale that Advertising Age requires for this report, it would be necessary for us to solicit the approval of each of our international clients. Given the fact that to do so would involve a massive clearance procedure involving many hundreds of people worldwide, it would not be feasible for us to participate," he continued.

"The necessity of our declining to participate in your report reflects in no way on the value that we think it has for our industry," Mr. Robbins concluded.

JWT was asked to verify the chart but declined.

Kenyon & Eckhardt

Kenyon & Eckhardt, New York, had non-U.S. gross income of $15.5 million in 1983, or 25.6% of total gross income of $60.5 million, or 26.3%. It had non-U.S. billings of $103 million out of total billings of $392.2 million in 1983. The K&E network encompasses 38 countries and includes eight agencies in which K&E owns the majority or maximum-allowable stock.

K&E, which holds equity but not majority interest in 16 other agencies, has affiliates in 24 countries. Equity purchase of five of these agencies—located in Turin, Sydney, Tokyo, Wellington (N.Z.) and Madrid—will be finalized in 1984.

K&E's non-U.S. gross income increased as a percentage of total gross income through the 1970s, before slipping to 25.6% in the '80s. In 1973, non-U.S. gross income of an estimated $8.5 million and billings of $34.6 million were 34.6% of the re-

(Continued on Page 64)

Kenyon & Eckhardt

clients:	The Americas: USA	Argentina	Brazil	Canada	Chile	Peru	Puerto Rico	Mexico	Trinidad	Jamaica	Europe: Austria	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway	Spain	Sweden	Switzerland*	UK	Africa	Middle East	Pacific: India	Japan*	Hong Kong	New Zealand*	Singapore	Thailand	Philippines*	Sri Lanka
Ricoh																									•	•	•	•			•	
Gulf Air														•	•							•		•	•				•		•	•
Helena Rubinstein					•			•	•					•	•	•					•							•				
Chrysler	•						•	•																•								
Puerto Rico Indl Dvlpt.	•						•								•				•													
Bulgari	•													•		•					•											

*Non-equity affiliation. Source: Kenyon & Eckhardt

Ketchum International

clients:	The Americas: USA	Argentina*	Brazil*	Canada*	Venezuela*	Puerto Rico*	Antilles*	Europe: Austria	Belgium	Denmark	France	Germany	Italy*	Netherlands	Norway	Spain	Sweden	Switzerland	UK	Middle East*	Pacific: Australia*	Japan	Hong Kong	New Zealand	Singapore*	Taiwan*
Westinghouse	•		•		•							•							•	•					
Rockwell Intl	•	•	•	•	•						•		•						•		•	•		•		
Bank of America	•		•		•																•	•				
Commonwealth of Pa.	•										•	•							•		•	•				
BWIA Intl	•											•							•							
PPG Industries	•			•							•								•		•			•		
Caesar s Bdwk. Regency	•											•										•				
Hanes	•					•	•																			
Pittsburgh Natl. Bank	•												•						•							

*Non-equity affiliation. Source: Ketchum International

Marschalk Campbell-Ewald Worldwide

clients:	The Americas: USA	Argentina	Brazil	Canada	Chile	Peru	Uruguay	Mexico	Europe: Austria	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway	Spain	Sweden	Switzerland	UK	South Africa	Pacific: Australia	Japan	Hong Kong	New Zealand	Singapore	Thailand
Coca-Cola	•							•			•		•		•					•							
Eastern Airlines	•			•				•												•							
General Motors	•			•																•							
Goodyear	•								•	•	•			•	•			•		•	•						
Henkel									•	•		•	•	•	•					•							
IDV/Gilbeys				•								•	•	•	•						•						
Nestle								•				•	•								•						
Philips	•		•					•	•	•				•								•	•				
RJR/Heublein	•		•					•		•		•		•	•					•							
Rothmans										•										•		•					

Source: Marschalk Campbell-Ewald Worldwide

Marsteller

clients:	The Americas: USA	Argentina	Brazil	Canada	Chile	Peru	Uruguay	Europe: Austria	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway	Spain	Sweden	Switzerland	UK	Africa	Pacific: Australia	Japan	Hong Kong	New Zealand	Singapore	Thailand
DuPont									•		•	•						•								
Flying Tigers	•										•	•	•			•										
Seat (Fiat)									•		•	•	•			•										

Source: Marsteller

McCann-Erickson Worldwide

clients:	The Americas: USA	Argentina	Brazil	Canada	Chile	Peru	Uruguay	Colombia	Mexico	Venezuela	Europe: Austria	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway	Spain	Sweden	Switzerland	UK	Greece	Finland	South Africa	Kenya	Pacific: Australia	Japan	Hong Kong	New Zealand	Singapore	Thailand	Philippines	Middle East*
American Express	•			•			•								•													•						
American Home Products			•	•		•	•	•			•				•					•		•	•		•						•	•	•	
Bayer/Miles Labs	•	•					•	•	•		•	•		•					•			•			•	•		•			•	•		
Carnation										•	•	•		•	•	•					•		•					•						
Casio			•		•	•	•	•		•												•											•	

(Continued from Page 61)

spective totals. In 1978, non-U.S. gross income of $15 million and billings of $100 million represented 36% of the respective totals.

Top international officials: Murray Smith, exec vp; Peter Handley, senior vp-area director, Europe; Michael Anderson, senior vp-area director, Asia/Pacific; Andre de Louckx, vp-area director, Latin America, Caribbean; Shawki Safieddine, vp-area director, Middle East.

Ketchum International

Ketchum International, Pittsburgh, had non-U.S. gross income of $8.4 million, or 15.3% of total gross income of $55.2 million in 1983. Its non-U.S. billings were $56.2 million, or 15.3% of total billings of $368.3 million. The network spans five countries, and majority or maximum-allowable stock is held in three agencies.

The network's international business in the 1970s steadily increased, although it is now decreasing as a percentage of total activity. In 1973 its non-U.S. gross income was $3.9 million, or 19.6% of total gross income. In 1978, its non-U.S. gross income had increased to $6.6 million, or 21.3% of the total.

Marschalk Campbell-Ewald Worldwide

Marschalk Campbell-Ewald Worldwide, New York, had non-U.S. gross income of $33.4 million in 1983, or 25.1% of total gross income of $133 million. It had non-U.S. billings of $223 million, or 25.1% of total billings of $886.8 million. The network encompasses 24 countries and holds a majority or maximum-allowable interest in 12 agencies.

The network, comprised of Marschalk Co., Campbell-Ewald and Clinton E. Frank, all wholly-owned companies of Interpublic Group of Cos., did not become a network until 1980.

During 1983, the network founded Campbell-Ewald Spain, taking a 51% interest; it took a 45% interest in Lowe Howard-Spink Campbell-Ewald U.K. and added R&D Campbell-Ewald France, taking a 25% share.

Marsteller Inc.

Marsteller Inc., New York, had non-U.S. gross income of $26.5 million, or 26.6% of total gross income of $99.6 million in 1983. Its non-U.S. billings were $176.7 million, or 26.6% of total billings of $664.1 million. Marsteller's international network consists of six wholly-owned European agencies.

In 1973, the network showed $3.7 million in gross income and $24.6 million in billings, both 20.7% of respective worldwide totals. That percentage rose to 28.3% in 1978.

Top execs: Reginald C. Bird, president, Marsteller International; Gary E. Burandt, exec vp-marketing director, Europe; Philippe Bodson, vp-chief financial officer, Europe.

McCann-Erickson Worldwide

McCann-Erickson Worldwide, New York, had non-U.S. gross income of $203 million, or 68% of total gross income of $299 million in 1983. Its non-U.S. billings were $1.36 billion, or 68% of total billings of $1.99 billion. The network covers 64 countries, and the agency owns majority or maximum-allowable stock in 45 agencies.

McCann-Erickson has long concentrated on international business. For example, the network's non-U.S. gross income in 1973 was $72 million, or 70% of total gross income of $102 million. The agency's non-U.S. billings for that year were $478 million, or 70% of total billings of $683 million. In 1978, non-U.S. gross income had increased to $151 million, or 72% of

(Continued on Page 65)

McCann-Erickson Worldwide

clients:	The Americas										Europe																Pacific								Middle East*
	USA	Argentina	Brazil	Canada	Chile	Peru	Uruguay	Colombia	Mexico	Venezuela	Austria	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway	Spain	Sweden	Switzerland	UK	Greece	Finland	South Africa	Kenya	Australia	Japan	Hong Kong	New Zealand	Singapore	Thailand	Philippines	
Chesebrough-Pond's																•			•						•										
Coca Cola	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Del Monte	•			•					•	•	•	•	•	•	•		•	•		•		•	•	•				•	•						
Exxon/Esso	•		•		•		•	•	•		•	•		•	•	•	•	•	•		•	•	•	•	•	•		•							
4711 Cologne											•				•						•							•							
General Motors	•		•			•	•		•	•	•	•	•	•	•	•	•	•	•	•			•	•			•	•					•	•	
Gillette	•				•	•	•	•	•	•				•		•			•						•			•		•	•	•	•		
Goodyear		•	•		•	•		•	•				•										•		•		•	•	•		•	•	•		
Henkel			•								•	•		•	•	•	•		•						•	•									•
ICI											•			•			•		•		•				•		•								
Johnson & Johnson	•	•		•		•			•	•								•						•	•	•	•								
Kodak	•			•							•	•	•	•	•	•	•	•	•	•	•			•	•	•				•	•	•			
L'Oreal	•	•	•		•		•	•	•	•	•	•		•	•	•	•	•	•	•		•	•	•	•	•	•		•					•	
Lockheed	•		•						•				•	•							•		•		•		•			•				•	
Martini-Rossi	•		•				•	•		•	•	•	•		•	•	•		•		•						•			•		•			
Nestlé	•		•		•	•	•		•	•	•	•			•	•			•		•	•			•	•	•	•	•	•		•		•	
Nabisco	•			•												•					•						•				•				
Philips N.V.				•	•				•		•													•	•		•								
Texas Instruments	•		•	•	•				•		•	•	•	•	•	•	•	•	•	•	•	•		•			•	•	•						
Unilever	•		•	•				•	•		•	•	•	•	•	•	•		•		•	•	•	•	•	•		•						•	•
Union Carbide			•									•													•	•									•
Intergold														•	•	•					•	•						•	•						
Levi Strauss	•			•	•							•		•	•	•	•										•	•	•	•	•	•	•		
R.J. Reynolds	•	•	•	•	•							•	•	•	•	•	•		•	•	•	•	•	•	•	•	•	•	•		•				•
Xerox						•																							•			•			
Heublein/KFC	•																											•			•		•	•	
Quaker Oats				•	•				•	•	•					•		•									•		•						
Reckitt & Colman																									•		•			•					
Richardson-Vicks				•						•																		•					•		
Beatrice	•		•	•		•		•																											
CPC																•	•																	•	
Dow Chemical		•			•			•		•																	•								
Kuwait Air														•	•	•	•				•														•
Lufthansa	•							•	•				•	•	•	•	•		•		•					•									
S.C. Johnson										•													•												•
Warner-Lambert															•							•				•									

*Non-equity affiliation. Source: McCann-Erickson Worldwide

Needham Harper & Steers

clients:	The Americas							Europe														South Africa	Kenya	Pacific						
	USA	Argentina	Brazil	Canada	Chile	Peru	Uruguay	Austria*	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway	Spain	Sweden*	Switzerland	UK					Australia	Japan*	Hong Kong	New Zealand	Singapore		
McDonald's	•							•				•		•		•		•						•		•	•	•		
Rank Xerox	•			•				•				•		•			•							•	•		•	•		
G.D. Searle	•																		•					•			•			
Honda	•			•												•									•					
Wm. Wrigley Jr.	•																							•			•	•		
Ramada Inns	•			•								•																		

*Non-equity affiliation. Source: Needham Harper & Steers

Ogilvy & Mather

clients:	The Americas									Europe														South Africa	Kenya	Pacific							
	USA	Argentina	Brazil	Canada	Mexico	Venezuela	Uruguay	Colombia*	Ecuador*	Austria	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway	Spain	Sweden	Switzerland	UK	Finland				Australia	Japan	Hong Kong	New Zealand	Singapore	Thailand	Malaysia	India
Air Canada										•	•	•	•	•	•					•	•			•	•								
American Express	•	•	•	•	•	•				•	•	•	•	•	•	•	•	•	•		•	•		•		•		•		•	•	•	•	•
Avon	•	•	•	•	•					•	•		•	•	•						•					•				•	•	•		
Bayer															•													•		•	•	•	•	•
BAT	•	•	•		•	•					•					•	•								•	•		•	•	•				

(Continued from Page 64)

total gross income of $210 million. Its non-U.S. billings that year were $1.008 billion, or 72% of total billings of $1.41 billion.

McCann-Erickson, one of the few agencies with equity in more countries than listed on the chart accompanying the profile, filed an addendum indicating the total number of countries in which its clients are handled by McCann-Erickson agencies.

Clients represented in 20 or more countries include: American Home Products (23 countries), Bayer/Miles Labs (23), Coca-Cola (50), Exxon/-Esso (33), General Motors (38), Gillette (30), Goodyear (23), Johnson & Johnson (24), Kodak (26), L'Oreal (39), Martini-Rossi (23), Nestle (33), Texas Instruments (25), Unilever (24) and R.J. Reynolds (25).

Top international execs: Bill Mackey, ceo, worldwide; Bob James, ceo, worldwide; John Bergin and Barry Day, vice-chairmen-worldwide. Exec vps-worldwide—Greg Bathon (Canada, English-speaking Caribbean), Gianni Cottardo and Michael Ferrier (Europe), Jerry Shively (Europe/Africa), Max Cusnir (Asia/Pacific), Jens Olesen (Central and Latin America) and Charles Hamm, Bohdan Kurylko, Marcio Moreira and William Thompson.

Needham, Harper & Steers

Needham, Harper & Steers, Chicago, had non-U.S. gross income of $16.8 million in 1983, or 17.9% of total gross income of $93.8 million. Non-U.S. billings were $112 million, or 17.9% of total billings of $625 million. The NH&S network covers 19 countries in which NH&S owns majority or maximum-allowable stock in five agencies.

NH&S' international activity has grown more than 600% in the past 10 years. In 1973, non-U.S. gross income was $2.3 million, or 8.2% of total gross income of $27.3 million. Non-U.S. billings for 1973 were $15 million, or 8.2% of a billings total of $182 million. In 1978, non-U.S. gross income had risen to $5.4 million, or 12.4% of $43.7 million total gross income, and non-U.S. billings had increased to a similar 12.4%, or $36 million of $291 million in total billings.

During 1983, NH&S enlarged its network by three, adding Carvis Needham in Spain, Dassas Jaglin Walhain Needham in France and Needham Standard International (Taiwan), in all of which NH&S bought minority shares.

Top international personnel include B. Blair Vedder, chairman; Norval B. Stephens Jr., exec vp, and Robert Rowley, senior vp-finance.

Ogilvy & Mather

Ogilvy & Mather International, New York, had non-U.S. gross income of $141.7 million, or 41% of total gross income of $345.8 million in 1983. Its non-U.S. billings were $999 million, or 42.3% of total billings of $2.36 billion. The O&M network covers 29 countries, and O&M owns majority or maximum-allowable stock in 26 agencies.

O&M's international business has been dropping as a percentage of its over-all business the past 10 years, a factor largely related to its acquisition of U.S. agencies that have limited international exposure. In 1973, its non-U.S. gross income was $45.2 million, or 59.7% of total gross income of $75.7 million. Non-U.S. billings for the year were $272.6 million, or 57.2% of total billings of $476.3 million. In 1978, non-U.S. gross income was $83.2 million, or 47.9% of total gross income of $173.4 million. Its non-U.S. billings for that year were $535.6 million, or 47.2% of total billings of $1.14 billion.

During 1983, the O&M network gained 100% interest in Dudley-Anderson-Yutzy Public Relations in the

(Continued on Page 66)

Ogilvy & Mather

clients:	The Americas										Europe															Pacific									Africa		
	USA	Argentina	Brazil	Canada	Mexico	Venezuela	Uruguay	Colombia*	Ecuador*		Austria	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway	Spain	Sweden	Switzerland	UK	Finland			Australia	Japan	Hong Kong	New Zealand	Singapore	Thailand	Malaysia	India		South Africa	Kenya
Beecham			•		•	•							•	•			•		•			•				•	•	•		•	•	•	•		•	
Alfred Benzon												•	•				•	•					•			•										
British Caledonian			•					•																												
British Tourist	•	•	•		•						•	•	•	•	•	•	•	•	•	•		•	•			•	•	•						•	•	
Chesebrough-Pond's	•	•	•		•	•		•																												
Ciba-Geigy	•			•		•																														
Ford													•		•		•		•	•		•				•				•			•			
General Foods	•	•	•	•		•					•			•	•					•						•		•								
Hunter Douglas	•											•		•			•			•		•				•				•	•					
Johnson & Johnson			•	•					•					•			•			•		•				•			•	•	•	•				
Korean Air Lines	•										•			•												•										
Mattel	•			•					•		•			•	•	•	•		•			•				•			•	•	•					
Mercedes-Benz			•								•			•	•		•	•			•													•		
Oce' Industries											•	•		•	•	•	•	•		•		•									•				•	
Parker Pen	•	•	•	•				•				•		•	•	•			•	•		•	•			•	•	•	•	•	•			•		
PepsiCo																		•		•		•	•						•	•	•					
Philips		•	•		•								•				•		•			•	•						•	•	•	•	•			
Quaker Oats				•		•																								•	•					
Richardson-Vicks	•										•			•	•				•	•													•	•		
Seagram & Sons			•	•		•						•			•	•						•						•		•	•			•		
G.D. Searle	•			•	•																										•					
Shell	•	•		•	•	•					•	•			•		•	•		•		•	•			•			•		•	•		•		
TWA	•			•										•	•	•			•			•						•								
Unilever	•	•	•	•							•	•		•	•	•	•		•	•	•	•	•			•		•	•	•	•	•	•	•	•	

*Non-equity affiliation. Source: Ogilvy & Mather

Publicis-Intermarco-Farner

clients:	The Americas								Europe															Africa		Pacific						
	USA	Argentina	Brazil	Canada	Chile	Peru	Uruguay		Austria	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway	Spain	Sweden	Switzerland	UK						Australia	Japan	Hong Kong	New Zealand	Singapore	Thailand
Dim	•									•	•	•		•	•		•	•	•	•											
Renault									•	•	•	•			•			•	•	•											
L'Oreal	•									•	•	•	•	•	•		•		•	•											
European Parliament											•	•	•	•	•					•											
Henkel									•	•	•	•	•	•	•																
Philips										•	•	•		•	•			•	•	•											
Nestle									•	•		•			•			•	•	•											

Source: Publicis-Intermarco-Farner

Roux Seguela, Cayzac & Goudard

clients:	The Americas								Europe															Middle East		Pacific						
	USA	Argentina	Brazil	Canada	Chile	Peru	Uruguay	Caribbean	Austria	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway	Spain	Sweden	Switzerland	UK						Australia	Japan	Hong Kong	New Zealand	Singapore	Thailand
Citroen												•	•	•	•		•			•											
Berlitz													•						•												
Redoute										•		•												•	•						
Prisunic								•				•												•	•						

Source: Roux Seguela, Cayzac & Goudard

Saatchi & Saatchi Compton

clients:	The Americas										Europe																	Pacific											
	USA	Argentina*	Brazil*	Canada*	Venezuela*	Puerto Rico	Uruguay	West Indies	Colombia*	Mexico*	Austria	Belgium*	Denmark	France	Germany	Italy	Netherlands	Norway*	Spain	Sweden*	Switzerland*	UK	Portugal	Greece	Ireland	South Africa*		Australia	Japan	Hong Kong	Philippines	Singapore	Thailand*	Malaysia			
Allied Lyons								•														•												•			
American Motors	•			•					•							•					•																
Black & Decker											•		•		•				•	•	•	•	•														
Bongrain Gerard														•	•	•		•			•	•	•														
British Airways	•			•	•	•		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•			•	•	•		•	•	•	•	•			

(Continued from Page 65)

U.S., 100% interest in Aiders & Marchant Ltd. of Britain and 70% interest in Comecan S.A., Belgium.

The network added eight clients with dollar volumes of more than $3 million: Beecham, with $10 million; Royal Trust, $5 million; British Gas Corp., $4.6 million; Dulux Group, $4.5 million; Shell Australia, $4 million; Rothmans of Pall Mall, $4 million; Seagrams & Sons, $4 million-plus, and Citech Quartz, $3 million.

O&M added Michael Baulk, managing director O&M London; Jules Fine, exec vp, O&M U.S., and J. Renny Cunnack, chairman O&M Australia, as directors to O&M International, governed by a 16-member board of directors.

O&M restricted its chart list to clients served in five or more countries.

Publicis-Intermarco-Farner

Publicis-Intermarco-Farner, Paris, estimates its gross income from sources outside France was $27.1 million, or 33% of total gross income of $82.1 million in 1983. Its non-French billings were an estimated $182.8 million, or 33% of total billings of $553.8 million. The network covers 14 countries, and majority or maximum-allowable stock is owned in 12 agencies. Intermarco Advertising in New York is the only non-European shop in the network.

In the past five years the Paris arm of the network, including Publicis Conseil, which has 11 other agencies under its banner, and Intermarco-Conseil, have whittled away at the percentage of international to total business in the network. In 1978, for example, non-French gross income was an estimated $22.4 million, or 39.8% of total gross income of $56.1 million, and non-French billings were $154.7 million, or 39.9% of total billings of $387.4 million.

Only total billings of $226.5 million could be monitored for the network in 1973, which is the year Publicis-Intermarco purchased Swiss-based Dr. Rudolf Farner Advertising. Publicis merged with Amsterdam-based Intermarco the previous year. During 1983, the network added the European Parliament, billing $4.84 million.

The network is run by a corporate management board (CMB) in which members have special and/or regional responsibilities. They include Maurice Levy, chairman, Publicis Conseil; Claude Marcus, CMB chairman; Gerard Pedraglio, CMB vice-chairman; Bernard de Brouwer, communications; Michael Conroy, the Netherlands; Karl-Heinz Langhans, Germany, Sweden, Finland; Dr. Gunther Ludemann, finance and administration; John McCormick, and Nicholas L. Turkevich, specialized companies.

Roux, Seguela, Cayzac & Goudard

Roux, Seguela, Cayzac & Goudard, Paris, had gross income from sources outside France of $12.5 million, or 35.1% of total gross income of $35.6 million in 1983. Its non-French billings were $83.3 million, or 35.1% of total billings of $237.3 million. The network covers 11 countries and owns 51% of its foreign agencies, except Germany (56%) and the U.K. (52%).

RSCG did not begin to form a network outside France until the '80s. Its French and international business has grown considerably since 1978 when RSCG had gross income of $12.1 million on billings of $65.6 million.

During 1983, RSCG founded and took 51% of RSCG/van Diggele, Janzen, Schoenmaker, Amsterdam; bought a 51% interest in Publicis, an agency in Abidjan, Ivory Coast, and came out with a 51% interest in Garbarski RSCG, a product of a merger of RSCG Brussels with Gar-

(Continued on Page 70)

Saatchi & Saatchi Compton

clients:	The Americas										Europe														Pacific							
	USA	Argentina*	Brazil*	Canada*	Venezuela*	Puerto Rico	Uruguay	West Indies	Colombia*	Mexico*	Austria	Belgium*	Denmark	France	Germany	Italy	Netherlands	Norway*	Spain	Sweden*	Switzerland*	UK	Portugal	Greece	Ireland	South Africa*	Australia	Japan	Hong Kong	Philippines	Singapore	Thailand*	Malaysia
BSN-Gervais Danone	•									•				•								•											
Cadbury Schweppes					•			•																									
Chesebrough-Pond s	•							•						•							•												
Cunard	•			•																						•							
DuPont	•												•		•	•						•											
Gallaher											•	•	•	•	•	•	•	•	•	•	•	•	•	•	•				•				
IBM	•							•						•		•			•			•											
Jacobs Interfood		•	•										•	•	•				•														
Johnson & Johnson	•					•			•					•	•				•				•							•		•	
Massey-Ferguson														•	•	•						•	•										
Nabisco Brands	•			•		•		•							•	•			•								•						
National Panasonic													•																		•		•
Nestle				•		•		•							•												•			•			
Pepsi-Cola					•	•		•																									
Playtex						•		•							•	•											•						
Pfizer	•	•															•																
Procter & Gamble	•		•			•		•			•	•		•	•	•	•		•	•	•	•		•	•				•	•	•	•	•
Revlon	•												•						•			•				•			•		•		•
Rowntree Mackintosh				•				•														•											
Thorn EMI	•																					•			•	•							
United Biscuits			•																			•											
Wander Foods											•				•		•				•												
Wrangler												•	•	•	•	•	•																

*Non-equity affiliation. Source: Advertising Age

Scali, McCabe, Sloves

clients:	The Americas							Europe																Africa	Pacific						
	USA	Argentina	Brazil	Canada	Chile	Peru	Mexico	Austria	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway	Spain	Sweden	Switzerland	UK						Australia	Japan	Hong Kong	New Zealand	Singapore	Thailand	
Hertz	•			•																					•						
Volvo	•			•															•												
Sperry	•						•												•						•						

Source: Scali, McCabe & Sloves

SSC&B:Lintas

clients:	The Americas								Europe																		Pacific								
	USA	Argentina	Brazil	Canada	Chile	Venezuela*	Puerto Rico	Mexico	Austria	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway	Spain	Sweden	Switzerland	UK	Finland	Greece	South Africa	Philippines	Australia	Japan	Hong Kong	New Zealand	Singapore	Thailand	India	Malaysia
AKZO-Chefaro					•				•	•		•		•	•	•		•			•	•			•							
Bahlsen												•	•						•													
Bausch & Lomb							•						•	•	•		•															
Carnation	•						•	•		•									•				•	•			•		•	•		•
Citicorp	•								•								•					•	•				•	•	•	•		•
Coca-Cola Co.	•			•				•								•									•			•		•		
Datapoint	•		•	•						•		•	•	•	•		•	•	•	•					•			•				
Japan Air Lines																			•	•													
Johnson & Johnson	•		•						•		•	•					•		•			•	•	•						•	•	•
Lego Systems	•										•								•														
Molnlycke										•	•			•				•			•											
Noxell	•											•		•											•							
Philips N.V.		•							•					•				•			•							•	•			
Remy Martin													•			•			•					•		•						
Rowntree-Mackintosh										•	•		•	•	•	•	•	•			•						•			•			
SEB-Tefal										•				•	•																		
Unilever:																																	
oil & margarines	•	•	•		•				•	•	•	•	•	•	•		•	•	•	•	•	•	•		•		•		•		•	•	•
frozen foods									•	•	•	•	•	•	•					•							•		•				
ice cream	•								•		•	•	•	•					•	•					•	•			•				•
Elida-Gibbs	•	•	•		•	•			•	•	•	•	•	•	•	•	•	•	•	•	•	•	•		•		•		•		•	•	•
Lever Bros.	•	•	•		•	•	•		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•		•		•	•	•	•	•

(Continued from Page 66)

barski/Partners.

Top international execs include Jean-Michel Goudard, president RSCG International, and Philippe Leguay, international director.

Saatchi & Saatchi Compton Worldwide

Saatchi & Saatchi Compton Worldwide, London, had non-English gross income of $142.4 million, or 56.2% of total gross income of $253.3 million in 1983. Its billings outside the U.K. of $938.8 million were 54.9% of total billings of $1.71 billion. The network encompasses 17 countries and, while most permit full ownership, Saatchi & Saatchi's extent of ownership in each affiliated agency is not known.

One of the fastest-growing shops in the industry, Saatchi gained its international presence largely through the acquisition of Compton Advertising, New York. In 1973, Compton had non-U.S. gross income of an estimated $14.6 million, or 48.5% of total gross income of $30 million. The same percentage held for non-U.S. billings of $97 million. In 1978, Compton had non-U.S. gross income of $46.2 million, or 56.5% of total gross income, and non-U.S. billings of $311.2 million, or 55.8% of total billings.

By 1983, Compton, along with other U.S. agencies McCaffery & McCall, Rumrill-Hoyt, Klemtner Advertising, Fairfax Advertising and Hoffman, York & Compton, was contributing $119 million in gross income and $962.4 million in billings from U.S. business to U.K.-based Saatchi.

Saatchi & Saatchi Compton Worldwide accounts listed in the accompanying chart were obtained by Advertising Age correspondents, and the chart was shown to Saatchi & Saatchi before publication.

Scali, McCabe, Sloves

Scali, McCabe, Sloves, New York, a subsidiary of Ogilvy & Mather Intl., had non-U.S. gross income of $11.5 million in 1983, or 32.8% of total gross income of $35.2 million. Its non-U.S. billings were $70.4 million, or 30.7% of total billings of $229.2 million. The network covers six countries, and Scali, McCabe, Sloves owns majority or maximum-allowable stock in six agencies.

The network, founded May 1, 1967, had an estimated $200,000 in non-U.S. gross income in 1973, or 5.9% of total estimated gross income of $3.4 million. Its non-U.S. billings were $1.4 million, or 5.9% of total billings of $22.5 million. By 1978, its non-U.S. gross income had risen to $558,300, or 4.8% of total gross income of $11.6 million. Its non-U.S. billings that year were $3.1 million, or 5.1% of total billings of $60.4 million.

In 1983 the network added three accounts worth more than $3 million, including Apple Computer (Canada), Nikon (West Germany) and Beecham (U.K.).

SSC&B:Lintas

SSC&B:Lintas, New York, had non-U.S. gross income in 1983 of $124.8 million, or 71.1% of total gross income of $175.6 million. Non-U.S. billings were $839.3 million, or 71.3% of total billings of $1.178 billion. The SSC&B:Lintas network covers 39 countries, and the agency owns majority or maximum-allowable stock in 36 of those agencies.

SSC&B:Lintas, well connected to the international market through Lintas in London and Lintas' founding parent and client contributor, Unilever, had non-U.S. gross income in 1973 of an estimated $52.1 million, or 68.9% of total gross income of $75.5 million. Non-U.S. billings of $347.1 million were 71.8% of total billings of

(Continued on Page 71)

SSC&B:Lintas

clients:	The Americas									Europe													Africa	Pacific								
	USA	Argentina	Brazil	Canada	Chile	Venezuela*	Puerto Rico	Mexico		Austria	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway	Spain	Sweden	Switzerland	UK	Finland	Greece	South Africa	Philippines	Australia	Japan	Hong Kong	New Zealand	Singapore	Thailand	India	Malaysia
Lipton	•	•		•	•	•				•	•	•	•	•	•	•	•	•	•		•	•	•	•	•	•				•		•	•

*Non-equity affiliation. Source: SSC&B Lintas

TBWA Advertising

clients:	The Americas								Europe														Africa	Pacific						
	USA	Argentina	Brazil	Canada	Chile	Peru	Uruguay		Austria	Belgium	Denmark*	France	Germany	Italy	Netherlands	Norway*	Spain	Sweden*	Switzerland	UK			South Africa*	Australia	Japan	Hong Kong	New Zealand	Singapore	Thailand	
Barilla											•																			
BSN-Gervais Danone	•	•									•		•	•					•	•										
Cartier	•	•																•	•	•										
Certina Watches									•		•		•	•	•	•			•	•										
CPC														•	•	•														
Dunlop									•					•						•										
Evian	•	•																	•	•										
French gov't ag board	•	•										•	•																	
Grand Marnier	•	•											•		•															
Grand Met-IDV	•	•													•					•										
Henkel											•		•	•																
Johnson & Johnson																			•	•										
Lego	•												•	•					•	•										
L'Oreal														•				•	•	•										
Mohawk Data Science									•		•		•	•		•		•	•	•			•							
Philip Morris												•	•	•		•														
Samsonite									•		•	•	•	•		•		•	•	•			•							
Singapore Airlines									•		•	•	•	•		•		•	•	•										

*Non-equity affiliation. Source: TBWA Advertising

Young & Rubicam Inc.

clients:	The Americas										Europe													Africa	Pacific							
	USA	Argentina	Brazil	Canada	Chile	Peru	Uruguay	Puerto Rico	Mexico	Dominican Rep	Austria	Belgium	Denmark	France	Germany	Italy	Netherlands	Norway	Spain	Sweden	Switzerland	UK			Australia	Japan	Hong Kong	New Zealand	Singapore	Thailand	Malaysia	
American Home Prods.	•		•	•				•							•						•	•										
BMW		•										•			•																
Robert Bosch			•									•		•	•	•			•												
BSN-Gervais Danone									•			•		•	•	•					•	•			•							
Cadbury	•																					•			•							
Clorox	•			•										•																		
Colgate-Palmolive	•			•				•	•		•	•	•	•	•	•	•	•		•	•	•			•		•				•	
DuPont			•									•		•	•	•			•						•		•		•			
Eastman Kodak	•	•			•					•	•	•	•	•	•			•			•								•			
Esso					•								•																			
Fromageries Bel				•								•		•					•													
General Foods	•	•		•				•	•				•	•	•	•			•	•	•				•							
H.J. Heinz												•				•						•			•							
Kentucky Fried Chicken	•			•				•	•						•							•			•							
Hong Kong Tourist														•		•						•			•		•					
Jamaica Tourist Board	•			•											•							•										
Johnson & Johnson	•	•	•	•	•			•		•		•		•		•	•		•	•							•					
Monsanto													•			•																
PepsiCo. (Frito Lay)	•		•	•				•	•																							
Rank Xerox												•		•		•	•			•		•										
Richardson-Vicks	•									•	•	•			•							•					•					
Singer												•				•		•	•			•										
Suchard		•												•	•																	
Time Inc.	•			•										•		•						•			•		•					
Union Carbide	•				•						•	•		•	•	•			•		•											
United Brands											•	•	•		•	•	•	•		•	•											
Warner Lambert	•				•					•																						
Johnnie Walker		•																			•	•										

Source: Advertising Age.

(Continued from Page 70)

$483.5 million. In 1978, the agency's non-U.S. gross income was $100.9 million, or 78.9% of total gross income of $127.9 million, as non-U.S. billings rose to $664.6 million, or 79.1% of the total.

SSC&B:Lintas, part of the Interpublic Group of Cos. since April, 1982, when Unilever sold its 51% interest in the agency, won major international business in 1983 worth more than $3 million each from Coca-Cola Co., (Hi-C), Canon office equipment, Bahlsen Biscuits, Birds Eye frozen foods, Menumasters, Johnson & Johnson's Affinity, Carnation (Europe and Southeast Asia), Datapoint and Molnlycke.

Major international execs include: William V. Weithas, London, chairman-ceo; David Croisdale-Appleby, London, operations director and regional director-Scandinavia and Southern Africa; Philippe Charmet, Paris, chairman of the European coordination group and regional director for France, Italy, Spain, Portugal and Greece.

TBWA Advertising

TBWA Advertising, New York, had non-U.S. gross income of $27.4 million, or 78% of total gross income of $35 million in 1983. Its non-U.S. billings were $186.2 million, or 78% of total billings of $237.2 million. The network covers nine countries and holds majority or maximum-allowable stock in nine agencies.

TBWA's U.S. arm has been influencing a drop in the percentage of international business the past few years. The network, largely unformed in 1973, had gross income of $5 million on billings of $33 million, all non-U.S. By 1978, non-U.S. gross income had risen to $14 million out of a total $15 million, a decline in percentage to 92%, reflecting new business attracted to the New York TBWA shop.

TBWA added Henkel, spending $10 million, and Mohawk Data Sciences, AEG Telefunken and Volvo corporate, each spending $5 million.

Young & Rubicam

Young & Rubicam, New York, had non-U.S. gross income in 1983 of $139.6 million, or 33.7% of total gross income of $414 million. Non-U.S. billings were $933.5 million, or 33.8% of total billings of $2.761 billion. The agency network covers 23 countries and 32 agencies worldwide.

Like most large U.S.-based international agencies, Y&R has seen its percentage of non-U.S. gross income rise through the 1970s before falling back in the 1980s as a result of stepped-up U.S. advertising activity and acquisition of U.S. shops. In 1973, the agency had non-U.S. gross income of $39 million, or 40.1% of total gross income of $97.5 million.

In 1978, non-U.S. gross income increased to $85.7 million, or 42.1% of the total. Non-U.S. billings of $260 million and $571.9 million for the two comparative years held the same percentage as non-U.S. gross income to the total, even though by 1978 Y&R was reporting the activities of six acquisitions compared to two in 1974.

By 1983, when Y&R's percentage of non-U.S. billings to the total had dropped back to 33.7%, the agency was including 15 U.S. acquisitions under its corporate umbrella.

During 1983, Y&R gained major international business from Kodak, Colgate-Palmolive and Richardson-Vicks, but lost Atari and resigned Procter & Gamble.

Top execs involved directly with international business: Edward N. Ney, chairman-ceo; Alexander Kroll, president-chief operating officer; Peter Georgescu, president, Y&R International; Harold Burson, exec vp-chairman and ceo, Burson Marsteller Inc., and Joseph E. De Deo exec vp-president, Y&R Europe.

GM covers both ends of scale

Crain News Service

DETROIT—A General Motors reorganized into big and small-car groups more accurately could be called the "Upscale Group" and the "Downscale Group," according to Alexander Cunningham, exec vp of North American Passenger Car operations.

The GM reorganization plan (AA, Dec. 19) divides the five car divisions and Canadian operations into two supergroups. Buick, Oldsmobile and Cadillac (BOC) make up one, while Chevrolet, Pontiac and GM of Canada (CPC) compose the other.

The problem has been that these two groups have been referred to as the big-car and small-car groups, which Mr. Cunningham said is wrong.

Both groups will sell all sizes, unless the marketplace decides differently, he said. The difference will be in market appeal. The BOC Group will appeal to the upscale buyer and the CPC Group will appeal to the downscale group. But there will be some overlap.

In the future, GM could name these groups, Mr. Cunningham said, since "it is a kind of hard to get allegiance, to get enthusiasm about an initial group." But so far no one has a good idea of what to call them.

The divisional marketing staffs will be made up not only of marketing specialists, but will be increased to include engineers, finance people, designers and long-range economists. That will mean that the type of individual who would be appointed a divisional marketing manager will change, he said.

"One of the things that happens when you [make such changes] is you start to identify people who have broader-gauged talent, and that is good for the organization because you start to identify the people who have general over-all talent and are not specialists," Mr. Cunningham said.

But all these things will be done so the customers and dealers notice few, if any, changes, except a difference in products offered by the five car divisions, Mr. Cunningham said.

"If you are running a hotel and have a coffee shop, a businessman's restaurant for reasonably priced good meals and a gourmet restaurant and each has its own kitchen, you would be more effective perhaps to have a single kitchen that retains the menus of the various restaurants," he said.

"We're not changing the value relationship to the customer, but we are able to answer his order whether it is upscale or downscale in the marketplace, but we do it in a more effective way."#

BK ads trigger awareness gains

(Continued from Page 4)

then Burger King introduced the MacDonald family of Norwalk, Conn., wearing disguises to hide their embarrassment over having switched to Burger King despite their name. The chain's awareness level jumped again, this time by 8.6 percentage points.

Now Mr. Rodney, child star Emmanuel Lewis, the cavemen cooking their burgers over a fire and the other characters in Burger King's latest pool of ads have caused the chain's awareness to jump once more, as expected, but a little less than the last time.

The other bit of bad news for Burger King is that even with this latest shot in the advertising arm, it still finds itself in the No. 3 spot among fast-food advertisers. McDonald's, which this week broke the "It's a good time for the good taste of McDonald's" campaign, held on to its accustomed No. 1 spot, although its share of first mentions dropped 3.3 percentage points from April, leaving it with a 29.2% share (its lowest since adWatch began in April, 1982).

Wendy's, which has been giving Clara Peller a rest, was the month's biggest loser, dropping 5.9 points to 22.8% of first mentions. Still, it remained No. 2, more than four points ahead of Burger King.

Even without Clara, Wendy's remained the most-often-cited advertising when the 1,250 respondents were asked what first came to mind without regard to product category. Last month 118 people, or 9.4% of the sample, named Wendy's, down from 19.3% in April. The other best-recalled advertisements getting at least 1% of responses were for, in descending order: Pepsi-Cola, Coca-Cola, Burger King, McDonald's, Miller/Miller Lite, Budweiser/Bud Light, Ford and Toyota.

AdWatch is a joint project of ADVERTISING AGE and SRI Research Center, Lincoln, Neb. Ad awareness is measured by asking a nationally projectable sample of adults to name the advertising that first comes to mind in a variety of product and service categories from all they have seen, heard or read in the previous 30 days.

Last month, 1,250 consumers were questioned by phone. Under adWatch methodology, an increase or decrease of 2.8 percentage points between monthly samplings is considered statistically significant and attributable to more than sampling variations.

The largest gain in last month's survey belonged to Apple, which registered a 9.1 percentage-point gain in the computer category. With tv support for its Macintosh personal computer and a heavy schedule of print ads for its full (and recently expanded) product line, Apple's share of first mentions rose to 32.1% from 23% in April.

No. 2 IBM held on to the nearly 3-point gain it registered in April with a 14.6% share. Commodore remained in the No. 3 spot with 6.2% of first mentions.

In other significant changes last month:

- American Airlines, which has been advertising its expanded routes and flight schedules, took the No. 1 spot in the **airline** category for the first time. Its awareness share rose 3.2 percentage points to 13%, nosing out No. 2 Eastern, which fell to 12.4% from 15% in April.
- United found itself in the No. 3 spot for the first time, with an 11.8% share of first mentions. Perhaps, as the airline itself predicted, no one noticed that the voice on its tv spots belongs to actor Robert Duvall.
- Chevrolet's efforts to catch awareness-leader Ford in the **cars & trucks** category suffered a setback last month. Chevy's awareness level dipped 3.5 points to 10.8% of first mentions. No. 1 Ford registered a 23.1% share. Toyota was a close third with 8.1%, threatening for the first time to take over the No. 2 spot.
- Another consistently strong advertiser that saw its ad awareness level dip last month was Budweiser in the **beer** category. Its share declined three points to 12.8% in May. Benefiting once again from a strong advertising-awareness level in its new southern markets, Coors passed Miller Lite to tie Miller High Life for the No. 2 position. Both claimed 9% of first mentions last month.

Bud's greatest strength continues to come from respondents in the West, where it came to mind first for 19% of the sample, compared with 13% for No. 2 (regionally) Coors. Miller High Life is the winner in the Northeast (13%), with Bud second.#

For more information, contact Gary Gabelhouse, SRI Research Center, 301 S. 68th St., Lincoln, Neb. 68506. Phone: (402) 489-0351.

Fahlgren, Swink link

(Continued from Page 3)

tion of the estimated $1 million Domino's account, a Fahlgren spokesman said.

The merger gives the new agency widespread coverage of Ohio markets, the spokesman said, with Fahlgren's offices in Cincinnati, Columbus, Toledo and Swink's offices in Marion, Columbus and Cleveland. Additionally, Fahlgren has an office in Parkersburg, W. Va., and Swink has an office in Greensboro, N.C. The agency is likely to look south from Ohio for future growth, the spokesman said.

No determination has been made about where the agency will be headquartered.

Fahlgren's Columbus office, which handles McDonald's restaurants' Central and Northwest Ohio accounts, will be combined with Swink's Columbus office, but all of the other offices are expected to continue handling their existing clients, according to the spokesman.

Among Fahlgren's 50 clients are Blue Cross-Blue Shield of Central West Virginia, Blue Cross of Northwest Ohio, Borg-Warner Chemicals, Inco Alloys International, McDonald's restaurants in Central Kentucky, Central and Northwest Ohio and western and southwestern West Virginia, National Automotive Parts Assn., Totes and Valvoline Oil Co.

Swink has 45 clients, including Banc One Corp., Blue Cross-Blue Shield of Central Ohio, Ebco Mfg.'s Oasis Water Coolers, Glass Packaging Institute, Landmark Inc., Owens-Illinois, Parker Hannifin Corp., T. Marzetti Co. and Volvo White Truck Corp. It handles Domino's in Ohio, Kentucky, West Virginia and parts of Tennessee.

Fahlgren's experience in the automotive aftermarket and network media buying, along with its growing direct-mail and public relations divisions, will complement Swink's experience with industrial and technical accounts and its typography service, the spokesman said.#

Lee & Young to Toronto

TORONTO—Lee & Young Communications, New York, a corporate identification and marketing communications company, has formed a new corporation headquartered here. Campbell, Lee & Young is a joint venture with W.R. Campbell Partners, a Toronto management communications consulting corporation. W. Rodger Campbell, chairman-president of W.R. Campbell, is president of the new company, at 150 Bloor St. W., M5S 2X9.

for the record

U.S. OLYMPIC COMMITTEE'S right to keep the five-ring Olympic symbol from being marketed in the U.S. without its approval was upheld last week in court. The decision of the U.S. court of appeals for the second circuit, New York, upheld an earlier ruling. In other developments concerning the summer games in Los Angeles, spot sales for ABC-TV stations seem to be advancing at less than an athletic pace. With barely a month to go before the games start, ABC said that most of its owned and affiliated stations appeared to have sold only about half of their local Olympics commercial availabilities. ABC also said last week that it is cutting five hours of Olympics coverage. That will bring its total broadcasting of the games to 180 hours. To make the cut, the network will delay by 30 minutes its Monday-through-Friday starting time for coverage. ABC felt the 7:30 a.m. (PT) startup was too early, a network spokesman said. American Express Foundation, New York, plans to fund closed-captioning for 78½ hours of ABC's Olympics coverage. *(ABC, LAOOC talks, Page 115).*

D'ARCY MACMANUS MASIUS WORLDWIDE has announced that it will acquire a 9.9% equity stake in Man-Nen-Sha, Japan's 13th-largest ad agency, with 1983 billings of $225 million. In an exchange of stock between the two shops, MNS also will take a reciprocal investment in DMM. This agreement fits in with DMM's ongoing program to expand its presence in the Western Pacific region.

E&J GALLO WINERY, Modesto, Cal., last week became the latest major wine marketer to offer discount coupons in California. Gallo, the largest winery in the U.S., earlier opposed couponing in the state. It has begun a series of newspaper ads in major markets in the state, featuring $1-off mail-in refunds. Distillers and wineries have taken to couponing since a California state court authorized their use (AA, May 14). Ogilvy & Mather, San Francisco, handles Gallo.

LACTO MILK PRODUCTS, a subsidiary of Johanna Farms, Flemington, N.J., is introducing La Chocolat chocolate yogurt into New York. Print ads and tv will support. Annual spending is $2 million. Sawdon & Bess, New York, handles.

THE TOP 25 NATIONAL ADVERTISERS on independent tv stations spent nearly $152 million on the indies in the first quarter of 1984, says the Assn. of Independent Television Stations, New York. That represented 59% of the advertisers' spot tv volume. Topping that list of advertisers in the first quarter were Procter & Gamble, spending $34.7 million; General Mills, $12.8 million, and Warner-Lambert Co. and General Foods, each with about $8.8 million.

ALL OF METROMEDIA GROUP now subscribes to Arbitron Ratings Co.'s overnight tv meter service. KRIV, Houston; KRLD, Dallas; WCVB-TV, Boston, and WTTG, Washington, are the latest to sign up.

CABLE NETWORKS, New York, has been named the ad sales rep for the Connecticut Cable Interconnect, which consists of seven cable systems reaching a total of 300,000 subscribers.

NATIONAL LAMPOON, New York, has hired Pattis Group, Chicago, to handle its advertising sales in the Northeast and West. The monthly's four-person New York sales staff, which handled Northeast sales, has been dismissed. Pattis has hired one of those staffers. Other reps that *National Lampoon* has used in the Southeast and Midwest will continue their duties. Len Mogul, chairman of the executive committee at parent National Lampoon Inc., will function as advertising director.

WARNER AMEX Satellite Entertainment Co., New York, has filed a prospectus for the long-awaited public offering of its MTV: Music Television and Nickelodeon cable networks (AA, March 19). WASEC, a joint venture of Warner Communications and American Express, plans to sell about 5 million shares of common stock in a new spinoff company, MTV Networks, at between $16 and $18 a share.

WARNER AMEX Cable Communications and Dallas apparently are close to resolving their differences over renegotiating the city's cable tv franchise. A city council committee has recommended a series of tradeoffs with Warner Amex. Officials at the cable company termed the agreement "tough" but said that the company would work with the city. Some observers earlier thought that Warner Amex might be shown the door and the franchise reopened to competitive bids because of ongoing service problems.

BEATRICE COS., Chicago, says that about 91% of outstanding Esmark common stock and about 73% of Esmark preferred stock have been tendered in response to its offer. The offer expired on June 20. Beatrice expects to complete the acquisition of Esmark by early August, paying $60 a share for common shares and $42.60 for preferred stock.

GERALD KERN, who has already helped start two marketers of skincare products, is working on a third venture. Mr. Kern is joining with tennis pro Chris Evert Lloyd and others to form a company that will sell a new line of cosmetics and skincare products. Although the company is still unnamed, the product line is likely to be called Chrissy, and plans are to introduce it next spring at mass retailers. Ms. Lloyd will be a product consultant and spokesperson in a $3 million tv and print campaign. Kornhauser & Calene, New York, handles. Mr. Kern helped start, and is chief executive officer of, Mas Industries and Skin Controls Systems, both Beverly Hills, Cal.

WORTH NOTING: M. Rubin & Son, licensee for Englishtown Sportswear Ltd., will use cable tv and national fashion magazines for a $1 million campaign promoting Sergio Valente men's active wear, casual pants, woven shirts, and mens and boys jackets. Trahan, Burden & Charles, Baltimore, handles the account and reports that ads are due to run within 30 days. . . **The trial date** for McDonald's Corp.'s suit against Los Angeles franchisee Charles Griffis and for Mr. Griffis' countersuits (AA, Feb. 13, *et seq.*) has been rescheduled for Dec. 11. Originally, it was to have been June 26. . . **Edward Finkelstein**, chairman-ceo, R.H. Macy & Co., has been elected to the board of Time Inc. . . **James Stuart**, a founding partner of Stuart Brothers, an investment banking company, has been elected to the board of **Warner Computer Systems**, New York-based marketer of financial software and databases. . . **Chrysler Corp.** has underscored its interest in expensive luxury coupes by purchasing a 5% interest in specialty auto maker Officine Alfieri Maserati, Modena, Italy. It will cooperate with Maserati on designing and making "special-production models" that Chrysler will sell in the U.S. and Canada.

Advertising Age®

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O&M gets Hallmark greetings

By DIANE STAFFORD

KANSAS CITY—Hallmark Cards, its marriage with Young & Rubicam a sudden and unexpected bust, said yes to Ogilvy & Mather, New York, last week amid rosy predictions that a "long term" relationship for the two lies ahead.

O&M, which beat Leo Burnett USA for the $40 million account, had been among shops that participated in Hallmark's highly publicized agency search two years ago.

Hallmark officials said this week that in the latest go-around O&M was selected over Chicago-based Burnett after an intensive and "very difficult" review.

The two agencies vied for the greeting card account after Hallmark terminated its relationship with Young & Rubicam (AA, May 10, *et seq.*). The decision to release Y&R was made in early May when Hallmark decided the agency could not serve it and AT&T Communications, both of which deal in "emotional, heartfelt advertising."

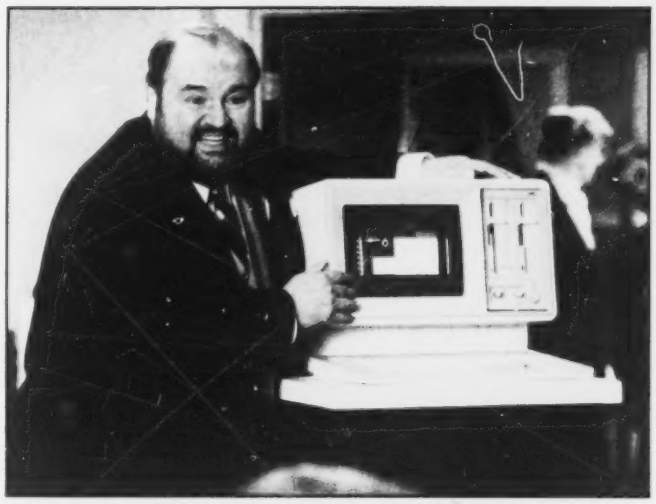
O&M also is an AT&T agency, for AT&T Information Systems.

The three agencies, plus Foote, Cone & Belding, had competed for the account two years ago. Only O&M and Burnett were invited to bid on the account again after Y&R was released.

Y&R's work for Hallmark will continue to appear through 1984, although the O&M contract is effective Aug. 1.

Christopher E. Clouser, corporate vp-public affairs and communications, said Hallmark believes it has a "very clear understanding with [O&M] in regard to the talent and abilities they'll bring to this account."

Mr. Clouser said no theme has been selected for O&M campaign work.#



Comedian Dom DeLuise plays a computer retailer who loves surprises in tv spots that accompany NCR's first IBM-compatible computer. Backer & Spielvogel, New York, is the agency.

NCR to ring up new computer

By BRIAN MORAN

NCR Corp. will introduce its first IBM-compatible personal computer this fall with a $10 million-to-$15 million advertising campaign featuring comedian Dom DeLuise.

The effort, created by Backer & Spielvogel, New York, breaks Sept. 1 on network tv supported by inserts in major-market newspapers, general-business magazines, computer books and trade publications. The campaign will center on the theme: "A better computer. It's exactly what you'd expect from NCR."

In the tv spots, Mr. DeLuise plays a computer retailer who loves surprises. He's excited about unveiling the NCR machine to his customers, but is disappointed when the computer's performance fails to surprise anyone. A test flight of commercials with Mr. DeLuise aired in San Francisco and Los Angeles between March 15 and June 10.

A series of six new 30 and 60-second tv spots will be produced next month, according to Steve Bowen, vp-communications division. The campaign is scheduled to run through the end of the year. *(For related AT&T story, see Page 85.)*

Dayton, O.-based NCR plans to ship its 16-bit computer, the PC 4, to dealers July 15. Retail price has not been set, but it is expected to match or slightly undercut that of the IBM PC, Mr. Bowen said.

With the PC 4, NCR joins other major communications giants such as AT&T and ITT as late arrivals to

(Continued on Page 85)

Coke spots aim to 'rally' teen market

By NANCY GIGES

Coca-Cola, following the lead of archrival Pepsi-Cola, is unveiling new commercials today designed for greater appeal to teens.

The Atlanta-based company is previewing the new spots at a corporate meeting of 3,000 bottlers and suppliers. Calling the get-together a "high-tech celebration of the system's success of the past five years," the company is showing spots for Coke, Diet Coke, Diet Sprite, Sprite and Tab. The commercials will begin airing in late July during the Olympics.

The Coca-Cola spots focus on a younger consumer, said Sergio Zyman, senior vp-marketing, Coca-Cola USA. "We must rally the new users who are coming into the soft-drink category for us," Mr. Zyman said.

He described the commercials as aiming to capture "the romance of the common experience" and "moments which mean the most."

Pepsi-Cola first acknowledged the importance of the younger consumer with the signing of superstar Michael Jackson. *(Coke is it at first stop of Jacksons' tour. See Page 3.)*

The "Coke is it" theme is about the only element remaining from that product's current, 2-year-old campaign. The company has opted for more upbeat music and new

(Continued on Page 85)

P&G's High Point drops Lauren Bacall

By GAY JERVEY

Procter & Gamble has retired Lauren Bacall as spokeswoman for High Point decaffeinated coffee in favor of a slice-of-life campaign that stresses its reformulated taste and aroma.

Now breaking nationally, the new effort is part of an umbrella brand strategy promoting High Point as "the smooth, nonbitter coffee product that it is," a P&G spokesperson said.

She added, "We believe the new ads better convey the benefits of this product than a single spokesperson can. It has nothing to do with the effectiveness of Ms. Bacall."

The latest High Point effort features an all-American family starting their day.

"Come away to High Point," the copy says. "Come away from the stress to a new High Point and relax. . .By taking special steps, HP gently washes away not only caffeine, but also bitterness that can interrupt your coffee pleasure," the copy concludes.#

Brits tweak Pa. town

By WILLIAM GLOEDE

WILKES-BARRE, PA.—Back in 1778 the British, aided by Indians, burned this city, then a small settlement on the banks of the Susquehanna River.

In 1984, they're doing it again, only this time they're doing it in advertising and they insist it's all in the spirit of good-natured British humor.

British American Tobacco (BAT) is running full-page ads in the northern and Southern California editions of *Playboy* for its State Express Three Fives (555) International cigarets. The copy reads, "Worthy of Wimbledon not Wilkes Barre. Three Fives International: England's luxury cigaret."

Officials in this city of almost 60,000 had not seen the ad when contacted by ADVERTISING AGE, but a spokesman for the mayor said

(Continued on Page 85)

Lutz may make personnel, agency moves

Ford ready to shake up Europe

By ANGELA CHATBURN

LONDON—The return of Robert Lutz to head Ford Motor Co.'s European operations could lead to a major personnel shakeup and a review of the auto maker's $28 million advertising account here, observers say.

Mr. Lutz, Swiss-born but with U.S. citizenship, served as Ford of Europe chairman from 1979 to 1982, when he returned to Michigan to run the company's international division and serve on Ford's board.

Sources here say Mr. Lutz is expected to "shake things up a bit," following losses of more than $150 million in the U.K. last year. The losses marked the first time Ford sank into the red here in 10 years.

Ford, though, points out that it has increased its market share recently and doubts any auto maker is showing a profit with oversupply all around Europe.

Mr. Lutz' return as chairman also will herald a period of "streamlining" within Ford itself, the sources said.

Life has been unsettling recently at Ford's European headquarters in Brentwood, Middlesex. Several U.S. executives have taken "early retirement."

Among them were former chairman Edward Blanch and vp-marketing Bob Currier, who was replaced by Jack Brinkly from Ford's European truck operation.

Also, after weeks of rumors, European president James Catalongo resigned in May.

Ford has cut back on its mainstream advertising to concentrate on discounting and dealer incentives, and this is likely to accelerate under Mr. Lutz, whose direct Ford responsibility also will allow him to push through new designs more quickly.

Ford's Sierra has been dogged with problems. At the same time the company has had to watch companies like General Motors' Vauxhall suddenly start to produce sparkling new designs.

A review of advertising also seems likely, observers say, as Ford takes closer central control.

This could mean trouble for Ford's British agency, Ogilvy & Mather, since J. Walter Thompson Co. handles the account in most of Europe.

O&M also has had to contend with an attack from Young & Rubicam, which recently pitched for the $28 million U.K. business. Y&R's new managing director, John Banks, was previously head of the Ford business at O&M and had a very strong grip on it.

Y&R handles Lincoln-Mercury in the U.S.#

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